



**Town of Concord**  
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**To:** Personnel Board  
**From:** Kerry A. Lafleur, Town Manager

**Classification & Compensation Study- 2023**  
**Town Manager's Recommendation**  
**March 17, 2023**

**Background**

The last comprehensive Classification and Compensation Study undertaken by the Town of Concord was in 2008. Since that time, the Town has maintained the current system, according to the plan guidelines, in the following ways:

- Human Resources Director working with plan consultant (Don Tyler), until his retirement in 2017, on review of classification; and
- Human Resources Director work with internal staff on review of classification, after 2017.

On a regular basis, Human Resources has surveyed market data both for targeted positions and benchmark positions. Further, Human Resources evaluates internal equity both with each new hire, and on an as needed basis.

While the existing classification system has served the Town well, it's been 15 years since the plan has been reviewed comprehensively and holistically. As has been stated by our consultant, GovHR, these plans, when well maintained, have a lifespan of about 10 years.

Recognizing the need to update the system, the Town allocated funding within the FY22 budget for this initiative. A Request for Proposals was issued in Spring 2022, and a contract was signed with the selected consultant, GovHR, in Summer 2022. The project began in earnest in Summer 2022 beginning with a review of project scope and timeline with the Personnel Board. The Draft Final Report from the consultant outlines the full Scope of Work in detail, pages 1 – 2.

**Recommendation**

At this time, I recommend the following:

- acceptance of the Classification Plan, presented in Section 5 of the Draft Final Report, page 11 and in Table 1- Classification Plan, and subsequent Proposed Salary Range, 85<sup>th</sup> Percentile, as shown in Table 2- Comprehensive Table;
- that the salary ranges shown in Table 2- Comprehensive Table be increased by 3% to adjust for a General Increase to market for FY24 (HR Director to provide an updated table); and
- that this plan, revised as noted above, be incorporated into 06-ATM-2023, *Amended Classification & Compensation Plan for Regular-Status Position*, to be presented at the 2023 Annual Town Meeting on April 30, 2023.

**Moving Forward**

The Draft Final Report also addresses the "Development of the Compensation Plan," in Section 6, including recommendations, which will need to be reviewed further with the Personnel Board prior to

making any recommendations. This review should begin in April so that the Town is well positioned to implement both elements of the new plan on July 1, 2023.

In addition to implementing the new Classification and Compensation Plan, I would like to highlight the following 5 issues that also need to be addressed in the immediate term, not all of which were mentioned in the Report from the Personnel Study Task Force (PSTF):

**From the Personnel Bylaw**

- Various sections addressing employment status of Temporary and Limited Status Positions: consideration needs to be given to provision of benefits for persons employed in a status other than Regular, Full-Time
- Section 10.5. Acting Pay: consideration needs to be given for terms other than what is included in this section, for example short-term assignments, i.e. less than 15 days, still come with a substantial increase in responsibilities
- Section 10.6. Longevity Pay: as noted by the PSTF, union benefits are significantly greater than non-union. A comprehensive discussion is needed to determine the best path forward.

The Personnel Bylaw may only be amended by Town Meeting. As no warrant article was submitted, we should work cooperatively to determine how we might make progress in these areas, perhaps through policy (PPP), without waiting until the next Town Meeting.

**From Personnel Policies and Procedures:**

- PPP #10.7-1, Stand-by Pay: revised draft to be presented to bring parity in the benefit offered between hourly and salaried employees for the same/ similar work.
- PPP #10.7-2, Uniform Pay: revised draft to be presented to bring parity among various non-union employees, across departments.

I would like to express my gratitude to all who have been involved in this huge undertaking. The commitment of time, attention to detail and willingness to work cooperatively and collaboratively to get to this point is greatly appreciated. I look forward to your support, the support of the Select Board, and the Personnel Study Task Force, who rightly highlighted the need for this work in their final report issued in September 2022.



# **TOWN OF CONCORD**

## **CLASSIFICATION AND COMPENSATION STUDY**

**DRAFT FINAL REPORT**

**MARCH 2023**



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## **I. INTRODUCTION**

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the Town of Concord on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the Town can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees the Town avoids the costs of re-recruitments and lost productivity, while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

GovHR understands the high expectations that have been established in Concord for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been taken into consideration in the analysis and reflected in the Study results.

### **A. Scope of Work**

The scope of work called for GovHR to carry out the following:

#### **Job Evaluation Analysis and Job Classification System**

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with Town Administration to discuss Study methods and expectations, and to review the current Classification and Compensation Plan and organizational structure. Determined problem areas, answered questions, and reviewed the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were allowed about ten (10) days to complete the questionnaire. The completed questionnaires were then reviewed by each employee's Supervisor and/or Department Head and Town Administration. The JAQs were returned to GovHR within approximately six (6) weeks of distribution.

- **Determined comparable communities and collected compensation data.** GovHR, along with the Town, determined a logical survey sample of “like” communities that impact the compensation market of Concord. Then, GovHR designed and sent out the survey for the benchmark positions covered in the Study.
- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the Town, GovHR performed the following:
  - Read each JAQ and corresponding Job Description in its entirety.
  - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
  - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
  - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

### **Salary Survey**

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the Town of Concord to the salary ranges of its comparable communities. Prepared comparison calculations at the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the Town and the gathered data, developed salary ranges that would establish Concord as a payer at with starting salaries at the 85<sup>th</sup> percentile of the salary data from the comparable communities.
- Based on the above data, developed, and recommended new salary schedules and recommended new Job Titles for some positions.

### **Draft and Final Report Preparation**

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the Town and presented to the employees covered by the Study. GovHR worked with Town to develop a Reconsideration Process for employees to provide feedback regarding the preliminary analysis. Feedback from the Reconsideration Process and from Town Administration was reviewed and incorporated into the recommendations.
- This draft report has been prepared by GovHR and sent electronically to the Town.
- Presentations of these draft findings will be conducted for Town Leadership as requested.
- Once the presentation is made and review comments are returned by the Town a final report will be prepared and transmitted electronically.

## **II. EXECUTIVE SUMMARY**

A Classification and Compensation Study encompasses a significant amount of information that can be time consuming to condense and organize into an abbreviated format. Therefore, GovHR has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the Town. Second, it assures external equity/competitiveness by comparing the compensation of Concord employees against market data.

### **A. Internal Equity - Classification Plan Development**

The Study developed a new Classification Plan for one-hundred eighty-five (185) positions in the Town. To complete this task, the Consultant completed a Job Evaluation. The Job Evaluation included the completion of a questionnaire by all employees covered in the Study and interviews with at least one (1) employee working in each position covered by the Study (see Appendix A). Upon the completion of those tasks, the Consultants assigned a numerical value to each position so that like positions within the organization would be grouped together in a classification to produce an internal equity hierarchy. Nine (9) factors were used for the evaluation of Concord's positions:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

The product of this internal ranking is shown in Table 1, which lists the Town's positions with their numerical Job Evaluation score, also known as a Classification Plan. The higher the Job Evaluation Score, the higher the position is within the Classification Plan.



## **B. Job Title Changes**

After conducting the Job Evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some positions. Therefore, Job Title changes have been recommended (see Section III – Job Evaluation) based on clarification of duties and market trends. It was also a goal of the Town to streamline titles where possible.

## **C. External Equity – Market Competitiveness**

The next component of the Classification and Compensation Study involved establishing external competitiveness. A group of communities comparable to the Town was established. The Consultants started with Massachusetts communities with populations between 9,200 and 37,000; within 30 miles and in the counties of Essex, Middlesex, Norfolk, Suffolk and Worcester; and with an equalized value per capita greater than \$200,000. After that, a specific set of comparison criteria (e.g., population, total assessed value, total budget, etc.) was applied to each community (see Appendix B). Based on the results of this analysis, along with input from Town leadership to identify the communities the Town competes with for talent and that provide similar services, twenty communities were deemed to be most comparable to the Town. Seven additional communities with light plants were selected as comparable communities for light plant positions only, and two additional communities for water positions only. The full list of the twenty-nine (29) chosen comparable communities is listed below.

<i>Acton</i>	<i>Hopkinton</i>	<i>Wayland</i>
<i>Andover</i>	<i>Lexington</i>	<i>Wellesley</i>
<i>Bedford</i>	<i>Lynnfield</i>	<i>Westford</i>
<i>Belmont</i>	<i>Needham</i>	<i>Weston</i>
<i>Burlington</i>	<i>Reading</i>	<i>Westwood</i>
<i>Chelmsford</i>	<i>Sudbury</i>	<i>Winchester</i>
<i>Dedham</i>	<i>Wakefield</i>	

### *Light Plant and Water\* Positions Only:*

<i>Danvers</i>	<i>Ipswich</i>	<i>Mansfield</i>
<i>Groton</i>	<i>Lincoln*</i>	<i>Marblehead</i>
<i>Hingham</i>	<i>Littleton*</i>	<i>Shrewsbury</i>

## **Salary Data**

GovHR then requested the complete pay plans from the twenty comparable communities. Eleven (11) responded by either by supplying GovHR with copies of or links to their most recent Compensation Plan(s) and/or Collective Bargaining Agreements, while data for eight (8) additional comparable communities were obtained from their websites or previous studies conducted by GovHR. GovHR also prepared and distributed a salary survey for light plant positions to the twelve (12) comparable communities with light plants; seven (7) of the communities responded to the survey while data for the remaining five (5) communities were obtained from the Municipal Electric Association of Massachusetts' annual survey. No additional data was obtained for the water positions. The salary summary results can be found in Table 2 and the detailed salary data can be found in Appendix C. To provide external competitiveness for the Town's salaries, the salary ranges derived from this data collection were used to help establish the proposed Compensation Plan. In some cases where there was not enough salary range data, actual salaries were used. The recommended pay ranges are contained within Table 3 of the report.

## **Proposed Classification and Compensation Plan**

The goal of this Study was to recommend a Classification and Compensation Plan that is internally equitable and externally competitive. To accomplish this, a Compensation Plan was developed using starting salaries at the 85<sup>th</sup> percentile comparison of the salary ranges that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of eighteen (18) pay grades, with one (1) being lowest and eighteen (18) being highest, and is broken down into the following four (4) bands:

Grades 1 – 6: Administrative and Technical Positions

Grades 7 – 10: Program Managers, Supervisors and Advanced Technical Positions

Grades 11 – 14: Division Directors, Managers and Advanced Technical Leaders

Grades 15 – 18: Leadership Team and Senior Managers

All proposed pay ranges are open ranges. There is a 5% gradation between Grades 1 – 6 and 11 – 14, a 6% gradation between Grades 7 – 10 and a 7% gradation between Grades 15 – 18. All Grades have a 40% range spread from minimum to maximum.

A separate Classification Plan was developed for the Concord Municipal Light Plant (CMLP). Only highly specialized technical positions are included in the plan. GovHR worked with Town staff to determine which positions from the CMLP could be moved to a separate plan while still maintaining compliance with the Massachusetts Equal Pay Act. The CMLP Classification Plan is set up as follows:

Grades 1 – 6: Administrative and Technical Positions

Grades 7 – 10: Program Managers, Supervisors and Advanced Technical Positions

Grades 11 – 14: Division Directors, Managers and Advanced Technical Leaders

Grades 15 – 17: Leadership Team and Senior Managers

All proposed pay ranges are open ranges. There is a 5% gradation between Grades 1 – 6, a 7.5% gradation between Grade 7 – 10, a 7% gradation between Grades 11 – 14 and a 15% gradation between Grades 15 – 17. All Grades have a 40% range spread from minimum to maximum.

### **Future Administration of the Classification and Compensation Plan**

Within the body of this report, GovHR has outlined how the Town can maintain the Classification and Compensation Plan. GovHR will supply the Town with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the Town remains competitive with the market in the years to come.

## **III. JOB EVALUATION**

GovHR's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Police, Administration, Finance, etc.) may be compared against each other, based upon the same factors.

In conducting the Job Evaluation exercise, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel he/she should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel he/she does more tasks than a similar employee in another Department, but these are not valid determinants for a position.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization, based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of Concord's positions are as follows:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent's current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, GovHR conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fit the appropriate level of compliance. In other words, a position that requires a master's degree would receive more points under the "Preparation and Training" factor than positions that did not require this advanced degree. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Job Factor Analysis (JFA) scores. Table 1 contains the Classification Plan, including the Position Title, the Proposed New Title (if applicable), the JFA Score, Skill Level and proposed Grade for the evaluated positions.

As part of the service provided in the Compensation Study, GovHR makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, GovHR recommends the following Job Title changes:

**Current Title**

Account Clerk  
Administrative Assistant (Senior Services-CC)  
Admin. Asst. (Sr. Svcs.-Vacant; PW-Eng; H&G.; W&S)  
Admin. Asst. (Town Pln.; Inspect.; P&LM/Nat. Res.)  
Administrative Systems Analyst  
Aquatics Program Manager  
Assistant CMLP Director  
Assistant Library Director  
Assistant Public Works Engineer  
Assistant to the Town Clerk  
Associate Financial Manager  
Beede General Manager  
Building Maintenance Custodian  
CMLP Director  
Collections Assistant  
Custodial Maintenance Supervisor  
Customer Service Administrator  
Customer Service Representative  
Department Clerk  
Director of Planning & Land Management  
Director of Sustainability  
Economic Vitality & Tourism Manager  
Energy Conservation Coordinator  
Energy Specialist  
Environmental Health Inspector  
Facilities Operations Coordinator  
Finance Assistant  
Human Resources Assistant  
Human Resources Director  
HVAC Technician  
Lead Producer  
Lead Telecommunications Technician  
Library Director  
Licensed Electrician/Skilled Carpenter  
Maintenance & Inventory Coordinator  
Public Works Director  
Public Works Engineer  
Public Works Engineer - Water & Sewer  
Recreation Clerk  
Senior Account Clerk (Light)  
Senior Account Clerk (Treasurer/Collector)  
Senior Accounting Clerk (Accounting)  
Senior Admin. Asst. (Assr; Light; CPW; Finance;  
Fire; Health; Police; Rec.)  
Senior Admin. Asst. (Library)  
Senior Admin. Asst. (TMO)

**Proposed New Title**

Finance Assistant  
Office Coordinator  
Administrative Specialist  
Senior Administrative Specialist  
Business Systems Analyst  
Aquatics Supervisor (Programs)  
Asst. Director of Concord. Mun. Light Plant  
Assistant Director of Library Services  
Public Works Engineer  
Senior Administrative Specialist  
Assoc. Financial Manager/Accountant  
Beede Center General Manager  
Senior Building Custodian  
Director of Concord Municipal Light Plant  
Senior Finance Specialist  
Custodial Supervisor  
Customer Service Manager  
Customer Services Specialist  
Office Assistant  
Director of Community Development  
Sustainability Director  
Tourism Manager  
Energy Efficiency & Electrification Coord.  
Energy Efficiency & Electrification Spec.  
Public Health Inspector  
Assistant Facilities Director  
Payroll & Finance Generalist  
Human Resources Generalist  
Director of Human Resources  
HVAC Technician/Plumber  
Senior Producer  
Lead Broadband Technician  
Director of Library Services  
Crew Leader/Electric. & Skilled Carpenter  
Maintenance & Warehouse Coordinator  
Director of Public Works  
Senior Public Works Engineer  
Senior Public Works Engineer  
Customer Support Specialist  
Accounts Payable Specialist  
Finance Specialist  
Accounts Payable Specialist  
  
Office Administrator  
Office Coordinator  
Executive Assistant to the Select Board

Senior Budget & Operations Analyst  
Senior Dept. Clerk (Assessing)  
Senior Dept. Clerk (Fire; Police)  
Senior Dept. Clerk (Facilities; Town Clerk)  
Senior Human Resources Assistant  
Senior Telecommunications Technician  
Swim Fitness Specialist/Personal Trainer  
Telecommunications Technician  
Treasury Assistant

Senior Financial Analyst  
Administrative Specialist  
Office Coordinator  
Senior Administrative Specialist  
Human Resources Generalist  
Senior Broadband Technician  
Fitness Trainer  
Broadband Technician  
Senior Finance Specialist

## **A. Determination of Fair Labor Standards Act Designation**

The Fair Labor Standards Act (FLSA) imposes certain minimum wage and overtime pay requirements on employers for jobs that are covered under the Act. Most jobs, including the majority of public-sector jobs, are covered under the Act and entitled to overtime pay. But certain positions, mostly office jobs, are “exempt” from coverage under the Act and therefore not entitled to overtime pay.

Employers often misclassify employees as exempt (and therefore not entitled to overtime pay) because of a misunderstanding of the law or unfamiliarity with the rules. An incorrect determination regarding whether certain positions within an organization are entitled to overtime pay can subject an employer to back pay, penalties and expensive fines if the employees file a complaint with the Department of Labor and if the Department decides to file a lawsuit against the employer. Thus, it is very important to make the proper determination regarding the status of each job within the organization, and whether that job is entitled to the rights and protections afforded to workers under the FLSA.

Before any determination can be made, it is important to become familiar with the many rules, regulations and exceptions contained in the Fair Labor Standards Act. These rules can be complex, and the determination regarding whether a particular position is covered by the Act is not always clear-cut. GovHR began its analysis by having employees complete a questionnaire that has been specifically designed to elicit responses from the employees regarding the types of duties they are required to perform on a regular basis (see Appendix A). The answers provided were generally sufficient for GovHR to determine if the position was or was not exempt under the Act. GovHR also gathered additional information during the employee interviews, including concrete examples of the types of policies the employees had been involved in formulating, or whether the employees had significant input or sole discretion on things such as hiring, firing and discipline of other employees in their departments.

It is important to note that the FLSA provides certain minimum standards that the employer must provide, and that cannot be waived or reduced by the nonexempt employee either individually or through a

collective bargaining agreement. The employer can, of course, choose to also apply minimum wage and overtime pay requirements to otherwise exempt employees, or to exceed the minimum requirements for some or all of its employees by agreement.

As a result of a review of the positions covered by the Study, GovHR will work with the Town to determine if any classifications require review of the currently assigned FLSA status.

## **B. Reconsideration**

Prior to the finalization of the Classification and Compensation Plans, GovHR worked with the Town to develop a Reconsideration Process. GovHR presented the preliminary analysis of the classification and compensation information to the employees covered by the study. The employees were then provided with a mechanism to request reconsideration of where their position had been classified. Fifty-five requests for reconsideration were received. The requests fell into three categories: proposed position classification, proposed compensation range or recommended title change.

GovHR reviewed every request and worked with the Town to address the concerns raised by the employees. The vast majority of the concerns related to the compensation ranges established for the grades within the Classification Plan. To address this issue, the pay ranges were increased from 35% to 40%. This change guaranteed that no employee's current pay range would be less than the proposed pay range, thus reducing earning potential.

There also were a few classifications that were reviewed and changed, which may or may not have changed the Grade to which the classifications were assigned. The positions that were affected were mostly technical positions, such as Public Works or Light Plant positions.

Lastly, there were a few employees who raised concerns about recommended title changes and those were addressed. There are a few positions that still need to be looked at but the process will take a little longer and the Town will work with the Departments to determine if any final changes should be made. These positions fall into the category of administrative support. If changes need to be made to any of these positions, they can be addressed with the classification and compensation plans as developed.

The Classification and Compensation Plan contained within this report have been adjusted to address the reconsideration requests.

#### **IV. THE CLASSIFICATION PLAN**

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Office Assistant), contains a specific set of duties and responsibilities and that is the objective of the classification process – not the person currently holding that job. A classification is a grouping of positions which have similar levels of knowledge, skills and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical, they can be in different departments, dealing with different subject matters and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is not entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead they are management issues. Similarly, there is a tendency in some work forces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor and the Classification Plan should not be used in this manner.

As an assessment of duties performed and of responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions which have taken on (or in some cases reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of work that they carry out and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders as well as opportunities for lateral career development are also evidenced by the logical grouping of allied occupational classifications and hierarchies.



## V. SALARY DATA

The Town initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Section III) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following explains the labor market review and collection of salary data.

### A. Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Classification and Compensation Study. When selecting jurisdictions to serve as comparable communities, it is important to use particular criteria to evaluate the other jurisdictions to assure that those chosen as comparable communities will be the most similar to Concord.

To determine which municipalities should be used for survey purposes, GovHR first considered all Massachusetts communities with populations between 9,200 and 37,000; within 30 miles and in the counties of Essex, Middlesex, Norfolk, Suffolk and Worcester; and with an equalized value per capita greater than \$200,000. The following comparison criteria were then applied to each community:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	15	15%
2. Per Capita Income	15	15%
3. Equalized Value Per Capita	15	15%
4. Total Assessed Value	15	15%
5. Tax Levy	15	15%
6. Total Budget	15	15%
7. State Aid	5	5%
8. Proximity	5	5%
	100	100%

The eight (8) categories listed above were selected to mirror important criteria that reflected the following:

- 1) Similar Financial Conditions: 80% of the criteria involved financial benchmarks.
- 2) Population: 15% of the criteria involved a population comparison.

3) Proximity: 5% of the criteria involved the proximity of the communities to Concord.

Within each of the eight (8) categories, ranges of compatibility were established. For example, the closer a community was to matching the Concord's estimated population, the closer the community would be to receiving the maximum of fifteen (15) points. A community whose population was significantly larger or smaller than Town's population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the Town of Concord. A community with zero (0) points was therefore determined to be the least comparable to Concord. A more detailed explanation of the methodology used to assess the comparable communities is included in Appendix B.

Based on the results of this analysis, along with input from Town leadership to identify the communities the Town competes with for talent and that provide similar services, twenty communities were deemed to be most comparable to the Town. Seven additional communities with light plants were selected as comparable communities for light plant positions only, and two additional communities for water positions. The full list of the twenty-nine (29) chosen comparable communities is listed below.

<i>Acton</i>	<i>Hopkinton</i>	<i>Wayland</i>
<i>Andover</i>	<i>Lexington</i>	<i>Wellesley</i>
<i>Bedford</i>	<i>Lynnfield</i>	<i>Westford</i>
<i>Belmont</i>	<i>Needham</i>	<i>Weston</i>
<i>Burlington</i>	<i>Reading</i>	<i>Westwood</i>
<i>Chelmsford</i>	<i>Sudbury</i>	<i>Winchester</i>
<i>Dedham</i>	<i>Wakefield</i>	

*Light Plant and Water\* Positions Only:*

<i>Danvers</i>	<i>Ipswich</i>	<i>Mansfield</i>
<i>Groton</i>	<i>Lincoln*</i>	<i>Marblehead</i>
<i>Hingham</i>	<i>Littleton*</i>	<i>Shrewsbury</i>

## **B. Selection of Benchmark Positions for Survey Purposes**

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Positions recommended as benchmarks are those that:

- 1) Are representative of each occupational grouping (e.g., Administration, Finance, Police, etc.).
- 2) Include multiple numbers of Town employees, when possible.
- 3) Can be described in a concise manner that accurately identifies the nature of work and level of difficulty.
- 4) Are known to commonly exist in other communities.

After discussion with Town Administration, fifty-nine non-light plant positions and 19 light plant positions were selected as benchmark positions for the survey. Below is a list of all the surveyed positions.

### *Non-Light Plant Positions:*

<i>Administrative Assistant</i>	<i>Local Inspector</i>
<i>Administrative Manager</i>	<i>Management Analyst</i>
<i>Assistant Human Resources Director</i>	<i>Master Craftsperson/Skilled Carpenter</i>
<i>Assistant Town Clerk</i>	<i>Outreach Coordinator – Senior Svcs.</i>
<i>Assistant Town Engineer</i>	<i>Police Captain</i>
<i>Assistant Town Manager</i>	<i>Police Chief</i>
<i>Assistant Treasurer</i>	<i>Police Lieutenant</i>
<i>Budget Analyst</i>	<i>Public Health Director</i>
<i>Building Commissioner</i>	<i>Public Health Inspector</i>
<i>Building Custodian</i>	<i>Public Works Supervisor – W/S</i>
<i>Building Maintenance Custodian</i>	<i>Public Works Director</i>
<i>Chief Financial Officer</i>	<i>Public Works Engineer</i>
<i>Collections Assistant</i>	<i>Recreation Director</i>
<i>Crew Leader – W/S</i>	<i>Recreation Supervisor</i>
<i>Custodial Maintenance Supervisor</i>	<i>Senior Account Clerk</i>
<i>Deputy Treasurer/Collector</i>	<i>Senior Administrative Assistant</i>
<i>Director of Planning &amp; Land Management</i>	<i>Senior Department Clerk</i>
<i>Environmental &amp; Regulatory Coordinator</i>	<i>Senior Planner</i>

*Executive Assistant to Town Manager*  
*Facilities Director*  
*Facilities/Landscape Maintainer*  
*Finance Assistant*  
*GIS Technician/Analyst*  
*Highway & Grounds Superintendent*  
*Human Resources Assistant*  
*Human Resources Director*  
*HVAC Technician*  
*Information Systems Technician*  
*Library Director*  
*Licensed Electrician/Skilled Carpenter*

*Senior Services Director*  
*Senior Treatment Systems Operator*  
*Town Accountant*  
*Town Clerk*  
*Town Engineer*  
*Town Planner*  
*Treasury Assistant*  
*Treatment Systems Operator*  
*Van Driver – Senior Services*  
*Water/Sewer Superintendent*  
*Water/Sewer Maintainer*

*Light Plant Positions:*

*Broadband Manger*  
*Customer Service Representative*  
*Electrical Engineer*  
*Energy Conservation Coordinator*  
*Equipment/Line Operator*  
*Financial Manager/Accountant*  
*Light Plant Director*  
*Lineworker I*  
*Lineworker III*  
*Meter Supervisor*

*Meter Technician*  
*Network Engineer*  
*Office Accountant*  
*Power & Supply Rates Administrator*  
*Project & Procurement Coordinator*  
*Senior Engineering Technician*  
*Senior Master Mechanic*  
*Telecommunications Technician*  
*Utility Electrician*

**C. Salary Survey**

After identifying the benchmark positions, the Consultants requested the complete pay plans for the non-light plant positions from the comparable Towns, as well as prepared and distributed a salary survey for the light plant positions. Eleven (11) of the communities supplied GovHR with a copy of their Compensation Plan/Union Contracts; data for eight (8) additional comparable communities was obtained from their Town websites or previous studies conducted by GovHR. Seven (7) of the Light Plants responded by completing the salary survey; data for five (5) additional light plants was obtained from the

Municipal Electrical Association of Massachusetts (MEAM) salary survey. No additional data was obtained for the water positions. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix C.

It is important to make a few of observations regarding Table 2 and Appendix C.

- 1) The salary data is information that was available as of October – November 2022. The new recommended salary ranges for the Town were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
- 3) Salary ranges associated with positions that have been reclassified may not be consistent with other salary ranges in a particular Grade.
- 4) Data contained within Appendix C has been thoroughly reviewed. If the Consultants determined the data was not relevant, it was removed. Thus, if a specific position within the salary survey has two worksheets associated with it in Appendix C, then data was removed. The second data sheet will have the word "Edited" after the title of the position surveyed. If a specific data point was removed, it is highlighted on the first and second worksheets and then removed on the second worksheet associated with the position.

#### **D. Appraisal and Use of Salary Data**

While comparing Concord's current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more

duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare “like” positions within organizations.

- 2) Some employers place a different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

## **VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS**

### **A. Development of the Compensation Plan**

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

- 1) Providing for equal compensation for work of equivalent job content and responsibility.
- 2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establishing compensation ranges that compare favorably with those of other equivalent jurisdictions within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

## **B. Compensation Plan Options for the Town's Consideration**

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

- 1) **Defined Increment Plan:** This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through the compensation range. The performance evaluation and resulting salary increment increase occurs annually.
- 2) **Open Range Merit Plan:** This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by Town Administration.
- 3) **Blended Merit Plan:** This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the Compensation Plan they work under. Management personnel that are goal-oriented may have a higher acceptance of the Open Range Merit Plan, and thus tend to be more comfortable with this method of compensation. Mid to lower-level positions may want the assurance of a defined salary increase based on satisfactory performance. Possible advantages and disadvantages of each Plan are summarized below.

### **Defined Increment Plan**

#### **Advantages**

Town: A Defined Increment Plan has the advantage of creating financial predictability because it is easier for management to predict and plan for salary increases on an annual basis.

Employees: Employees like a Defined Increment Plan because it offers security and predictability for advancement through the range. Another advantage of this Plan is that it offers a high degree of internal equity and fairness – the expectation that fellow workers in this Plan are all being treated the same.

### **Disadvantages**

Town: The Town may feel that a Defined Increment Plan simply rewards compensation increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the Town can be assured that only employees with acceptable performance will receive a salary increase.

Employees: Employees may feel unmotivated to perform at an above average or at a superior level, knowing their salary increase amount is pre-determined. One way to remove this negative notion is to allow an employee with a superior performance evaluation to get a two (2) increment increase. This, however, would be the exception and not the rule. Most employees would be considered “average” performers and receive a one (1) increment increase.

## **Open Range Merit Plan**

### **Advantages**

Town: The Open Range Merit Plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the Town. This Plan also enables the supervising authority to reward high-performing employees with a salary increase greater than a defined increment.

Employees: Employees who are high performers like working under this Plan as they can earn a higher percentage salary increase.

### **Disadvantages**

Town: Anticipating the cost of merit increases has less financial predictability, as it is not always possible to know how many employees will be high performers in any given year. However, the Town can fund a “merit increase pool” for all Open Range Merit Plan employees to receive an average percentage (i.e., a 2-3% increase), knowing that some employees will receive less (or no) increase and some employees will earn more.

Employees: An Open Range Merit Plan can create a perceived inequity regarding how individuals are granted salary increases. It is incumbent upon management to use an equitable performance evaluation system when implementing this Plan. It is also incumbent on management to ensure that the performance evaluation system is applied fairly and that supervisors receive appropriate training on conducting the evaluation and using the evaluation tool properly.



## **Blended Merit Plan**

There are positives and negatives for both Defined Increment and Open Range Merit Plans. However, it is also possible to design a pragmatic salary system that uses elements of both Defined Increment and Open Range Merit Plans. It is becoming increasingly common for organizations to have a Blended Merit Plan for various levels of positions that reflects the particular circumstances and culture of the organization. A Plan of this type is customizable to the needs of the organization. It is also the preferred Plan for organizations that are transitioning from a Defined Increment Plan to an Open Range Merit Plan. The following is one example of a Blended Merit Plan:

**Exempt:** All exempt employees are in an Open Range Merit Plan.

**Non-exempt:** Non-exempt employees are in a Blended Merit Plan. In this Plan, salary ranges begin at the minimum with, for example, three (3) defined increments and then transition into an open range. The initial increment of the assigned range is intended as the normal hiring/promoting rate. Increments two (2) and three (3) would be awarded upon successful completion of the employee's initial evaluation period and/or after another period that is set by the Town (e.g., increment two (2) after the initial evaluation and increment three (3) after an additional year of employment.) After that, the employee may advance through the open range as a result of a successful performance evaluation.

## **C. Recommendation: Open Range Merit Plan**

GovHR is recommending that the Town adopt an Open Range Merit Plan. An Open Range Merit Plan has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the ranges based on an annual satisfactory performance evaluation, with the percentage of their increase determined by their supervisor and Town Administration.

The Open Range Merit Plan also allows maximum flexibility for the Town relative to recruitment and funding as employees can be hired within the range and the increases provided annually for meritorious performance can fluctuate based on available funding. Given Concord's goal to recruit, reward and retain motivated, high-performing employees, the Open Range Merit Plan has been selected for recommendation.

## **D. Pay Philosophy**

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the Town. In Concord, the Town subscribes to a pay philosophy of compensating employees with a starting salary at the 85<sup>th</sup> percentile.

### **Proposed Compensation Plan and Structure**

The next step in this process is to combine the JFA scores included in Tables 1 and 2 with the proposed salary ranges in Table 3. The Classification and Compensation Plan consists of eighteen (18) pay grades, with one (1) being lowest and eighteen (18) being highest, and is broken down into the following four (4) bands:

Grades 1 – 6: Administrative and Technical Positions

Grades 7 – 10: Program Managers, Supervisors and Advanced Technical Positions

Grades 11 – 14: Division Directors, Managers and Advanced Technical Leaders

Grades 15 – 18: Executive Leadership Team and Senior Managers

All proposed pay ranges are open ranges. There is a 5% gradation between Grades 1 – 6 and 11 – 14, a 6% gradation between Grades 7 – 10 and a 7% gradation between Grades 15 – 18. All Grades have a 40% range spread from minimum to maximum.

A separate Classification Plan was developed for the Concord Municipal Light Plant (CMLP). Only highly specialized technical positions are included in the plan. GovHR worked with Town staff to determine which positions from the CMLP could be moved to a separate plan while still maintaining compliance with the Massachusetts Equal Pay Act. The CMLP Classification Plan is set up as follows:

Grades 1 – 6: Administrative and Technical Positions

Grades 7 – 10: Program Managers, Supervisors and Advanced Technical Positions

Grades 11 – 14: Division Directors, Managers and Advanced Technical Leaders

Grades 15 – 17: Leadership Team and Senior Managers

All proposed pay ranges are open ranges. There is a 5% gradation between Grades 1 – 6, a 7.5% gradation between Grade 7 – 10, a 7% gradation between Grades 11 – 14 and a 15% gradation between Grades 15 – 17. All Grades have a 40% range spread from minimum to maximum.

**Note 1:** Different compensation grades may have different ranges from minimum to maximum compensation. It is appropriate for the lower grades in a Compensation Plan to have a smaller spread from minimum to maximum as it is likely that new employees would start at the minimum compensation of the range. Conversely, it is more likely that more experienced employees or Department Head level employees may be hired at a rate above the minimum compensation of a range, thus it is necessary to have a greater spread from minimum to maximum compensation.

**Note 2:** Gradation refers to the relationship between the minimum compensation of one grade to the minimum compensation of the next grade. In this case, the starting compensation for employees in Grade 2 is 5% higher than Grade 1 and so on. The gradation will vary depending upon the relationship between the salary data for the grade, the number of grades in the compensation band and the established compensation range.

Table 2 combines all of the classification and compensation data with starting salaries at the 85<sup>th</sup> percentile.

### **Implementation and Administration of the Compensation Plan**

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the Town can consider lump sum increases for these employees,

which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates.

In Concord, most employees' current salaries fall within the recommended pay ranges. Some employees' current salaries are below the minimum salaries for the recommended pay ranges, and no employees' current salaries are above the maximum salaries for the recommended pay ranges.

To implement the new Compensation Plan, GovHR recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

- 1) Applicants with exceptional background and qualifications.
- 2) A promotion in which the employee's current compensation is higher than the minimum of the new range.
- 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the Town's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the Town.

The Town may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment should not be

worked into the base salary. It can be in the form of a lump sum payment that is a set amount calculated each year and the same for all employees, such as \$500 for meeting expectations and \$1,000 for exceeding expectations. Another option is to calculate a percentage of the employee's base compensation and provide a lump sum payment equivalent to that amount, such as 1% for meeting expectations and 2% for exceeding expectations.

It is recommended that the Town set aside a "merit pool" every year, to fund increases for employees in this Plan. This money would then serve as the pool for merit payments, knowing that some employees will be high performers, getting a higher percentage, and some employees will be lower performers, getting a lower percentage.

Again, it should also be noted that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of this Plan. Equally, if not more important, is that supervisors are adequately trained to perform the formal performance evaluation process.

#### **E. Future Administration of the Compensation Plan**

To maintain competitive salary levels there should be an annual review of the Town's salary ranges. The twenty (20) communities used in the survey group for this Study have been determined to be comparable jurisdictions to the Town. Therefore, Concord can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they are no longer valid comparable communities. As mentioned earlier, the salary levels for these comparable communities are current as of October – December 2022. It is GovHR's recommendation that an annual survey of these communities be conducted to determine the percentage increase each organization in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The Town may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of GovHR that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not

given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above satisfactory performance of their job duties. Finally, it is recommended that the Town review the compatibility of the municipalities after five (5) years.

#### **F. Future Administration of the Classification Plan**

The administration of a Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: abolition of a position, creation of a position, or a revision of a position.

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to assure that new positions are justified, are not merely duplicating established positions, cannot be accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.
- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated for their effect on employee morale and the integrity of the classification relationships established in the Classification and Compensation Plan. Town Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the Town to grade a newly created or revised position. GovHR provides scoring assistance in such cases free of charge for one (1) year after the delivery of this report.

**Appreciation**

GovHR has appreciated the opportunity to work with the Town of Concord on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the Town Administration for the significant amount of work and support dedicated to the project.

Table 1 - Classification Plan

Current Job Title	Recommended Job Title Change:	Grade	Total Score	Skill Level
<b>Leadership Team and Senior Managers</b>				
Chief Technology Officer		18	845	830+
Chief Financial Officer		18	840	
Deputy Town Manager		18	835	
Fire Chief		17	815	800 to 825 (25 points)
Police Chief		17	815	
Assistant Town Manager		17	800	
Public Works Director	Director of Public Works	17	800	
Human Resources Director	Director of Human Resources	16	785	770 to 795
Library Director	Director of Library Services	16	775	
Director of Planning & Land Management	Director of Community Development	16	775	
Town Engineer		15	760	740 to 765
Recreation Director		15	760	
Highways & Grounds Superintendent		15	760	
Water/Sewer Superintendent		15	760	
Police Captain		15	760	
Assistant Fire Chief		15	760	
Facilities Director		15	745	
<b>Division Directors, Managers &amp; Advanced Technical Leaders</b>				
Town Accountant		14	730	705 to 735 (30 points)
Town Assessor		14	730	
Special Projects Manager/Systems Manager		14	725	
Building Commissioner		14	720	
IT Operations Manager		13	700	670 to 700
Public Health Director		13	700	
Town Planner		13	690	
Natural Resources Director		13	690	
Senior Services Director		13	685	
Police Lieutenant		13	680	
Beede General Manager	Beede Center General Manager	13	680	
Assistant Town Engineer		12	665	635 to 665
Town Clerk		12	665	
Senior Public Works Supervisor (NEW)		12	660	
Assistant Library Director	Assistant Director of Library Services	12	655	
Financial Manager/Accountant		12	655	
Lead Lineworker		12	640	
Assistant Highway & Grounds Superintendent		12	640	
Customer Service Administrator	Customer Service Manager	11	630	600 to 630



Table 1 - Classification Plan

Current Job Title	Recommended Job Title Change:	Grade	Total Score	Skill Level
Assistant Human Resources Director		11	620	
Assistant Recreation Director		11	620	
Assistant Facilities Director (NEW)		11	620	
Business Manager (NEW)		11	620	
GIS Program Manager		11	610	
Operations Manager		11	610	
Director of Sustainability	Sustainability Director	11	605	
Deputy Treasurer/ Collector		11	615	
Budget & Purchasing Director		11	600	
<b>Program Managers, Supervisors, &amp; Advanced Technical Positions</b>				
Public Works Engineer - Water & Sewer	Senior Public Works Engineer	10	595	565 to 595
Media Manager (New)		10	580	(30 points)
Public Works Engineer	Senior Public Works Engineer	10	580	
Public Works Supervisor		10	580	
Childcare Services Manager		10	565	
Municipal Archivist/Records Manager		10	565	
Assistant Natural Resources Director		9	560	530 to 560
Social Services Supervisor		9	560	
Local Inspector		9	550	
Economic Vitality & Tourism Manager	Tourism Manager	9	550	
Environmental Health & Safety Manager		9	540	
Senior Treatment System Operator		9	540	
Senior Public Health Inspector		9	560	
HVAC Technician	HVAC Technician/Plumber	9	535	
Senior Environmental & Regulatory Coordinator		9	535	
Risk & Compliance Manager (NEW)		9	535	
Energy Conservation Coordinator	Energy Efficiency & Electrification Coordinator	9	535	
Economic Vitality Manager		9	535	
Communications Manager		9	530	
Community Services Coordinator		9	530	
Customer Service Supervisor		9	530	
Crew Leader (Water/Sewer)		8	520	495 to 525
Land Manager		8	520	
Administrative & Operations Supervisor		8	515	
Assistant Treasurer		8	515	
Assistant Town Accountant		8	515	
Assistant Town Clerk		8	515	
Assistant Assessor		8	510	
Associate Financial Manager	Associate Financial Manager/Accountant	8	505	
Crew Leader (CMLP)		8	505	
Licensed Electrician/Skilled Carpenter	Crew Leader/Electrician & Skilled Carpenter	8	505	
Senior Information Systems Technician		8	500	
Senior Planner (Community & Historic Preservation)		8	500	
Senior Planner (Transportation)		8	500	

Table 1 - Classification Plan

Current Job Title	Recommended Job Title Change:	Grade	Total Score	Skill Level
Senior Master Mechanic		8	500	
Senior Utility Electrician (NEW)		8	500	
Assistant Public Works Engineer	Public Works Engineer	8	495	
Management Analyst		8	495	
Senior Budget & Operations Analyst	Senior Financial Analyst	8	495	
Business Systems Analyst		7	490	460 to 490
Environmental Health Inspector	Public Health Inspector	7	490	
Aquatics Supervisor (Safety) (NEW)		7	490	
Aquatics Program Manager	Aquatics Supervisor (Programs)	7	490	
Administrative Systems Analyst	Business Systems Analyst	7	485	
Program Analyst (NEW)		7	485	
Recreation Supervisor		7	485	
Recreation Facilities Coordinator (NEW)		7	480	
Assistant to the Beede General Manager		7	480	
Senior Facilities/Landscape Maintainer (NEW)		7	475	
Utility Electrician		7	465	
Production Manager		7	465	
Custodial Maintenance Supervisor	Custodial Supervisor	7	465	
GIS Technician/Analyst	GIS Analyst	7	465	
Public Health Inspector		7	465	
Treatment Systems Operator		7	460	
<b>Administrative &amp; Technical Positions</b>				
Executive Assistant to the Town Manager		6	450	425 to 455 (30 points)
Finance Assistant	Payroll & Finance Generalist	6	450	
Human Resources Assistant	Human Resources Generalist	6	450	
Senior Human Resources Assistant	Human Resources Generalist	6	450	
Senior Administrative Assistant (Police)	Office Administrator (Police Chief's Office)	6	450	
Senior Administrative Assistant (Health)	Office Administrator (Health)	6	450	
Senior Administrative Assistant (Fire)	Office Administrator (Fire)	6	450	
Senior Administrative Assistant (Finance)	Office Administrator (Finance)	6	450	
Senior Administrative Assistant (CPW)	Office Administrator (CPW)	6	440	
Senior Administrative Assistant (TMO)	Executive Assistant to the Select Board	6	435	
Senior Administrative Assistant (Recreation)	Office Administrator (Recreation)	6	435	
Facilities Maintainer/Skilled Carpenter (NEW)		6	430	
Budget Analyst		6	425	
Engineering Technician		6	425	
Information Systems Technician		6	425	
Senior Administrative Assistant (Assessing)	Office Administrator (Assessing)	6	425	
Senior Administrative Assistant (Light Plant)	Office Administrator (Light Plant)	6	425	
Environmental & Regulatory Coordinator		5	420	390 to 420
Membership Coordinator		5	420	
Outreach Coordinator		5	420	
Equipment/Line Operator		5	415	
Water/Sewer System Maintainer		5	415	
Senior Administrative Assistant (Library)	Office Coordinator (Library)	5	415	

Table 1 - Classification Plan

Current Job Title	Recommended Job Title Change:	Grade	Total Score	Skill Level
Geriatric Health Nurse		5	410	
Senior Meter Technician (NEW)		5	410	
Senior Department Clerk (Police)	Office Coordinator (Police - Suppt Svcs)	5	405	
Administrative Assistant (Senior Services)	Office Coordinator (Senior Services)	5	405	
Lead Producer	Senior Producer	5	400	
GIS Technician (NEW)		5	395	
Maintenance & Inventory Coordinator	Maintenance & Warehouse Coordinator	5	395	
Senior Department Clerk (Fire)	Office Coordinator (Fire)	5	395	
Energy Specialist	Energy Efficiency & Electrification Specialist	5	390	
Office Accountant		5	390	
Project & Procurement Coordinator		5	390	
Assistant to the Town Clerk	Senior Administrative Specialist (Town Clerk's	4	380	355 to 385
Treasury Assistant	Senior Finance Specialist (Treasury)	4	380	
Administrative Assistant (Planning)	Senior Administrative Specialist (Planning)	4	380	
Administrative Assistant (Building Inspections)	Senior Administrative Specialist (Building Insp)	4	380	
Collections Assistant	Senior Finance Specialist (Collections)	4	380	
Associate Engineer		4	370	
Facilities/Landscape Maintainer		4	360	
Education Coordinator		4	360	
Administrative Assistant (Natural Resources)	Senior Administrative Specialist (Natural	4	360	
Customer Services Representative	Customer Services Specialist (Light)	4	355	
Senior Account Clerk (Light)	Accounts Payable Specialist (Light)	4	355	
Senior Department Clerk (Town Clerk's Office)	Senior Administrative Specialist (Town Clerk's	4	355	
Senior Department Clerk (Facilities)	Senior Administrative Specialist (Facilities)	4	355	
Meter Technician		4	355	
Senior Accounting Clerk	Accounts Payable Specialist (Accounting)	4	355	
Senior Account Clerk (Treasurer-Collector)	Finance Specialist (Treasurer-Collector)	3	345	320 to 350
Swim Fitness Specialist/Personal Trainer	Fitness Trainer	3	345	
Administrative Assistant (Senior Services)	Administrative Specialist (Senior Services)	3	345	
Administrative Assistant (Water & Sewer)	Administrative Specialist (Water & Sewer)	3	335	
Administrative Assistant (PW Engineering)	Administrative Specialist (PW Engineering)	3	335	
Administrative Assistant (Highway & Grounds)	Administrative Specialist (Highway & Grounds)	3	335	
Senior Department Clerk (Assessing)	Administrative Specialist (Assessing)	3	335	
Senior Van Driver		2	315	285 to 315
Activity Coordinator		2	310	
Building Maintenance Custodian (Facilities)	Senior Building Custodian (Facilities)	2	310	
Senior Crew Member (NEW)		2	310	
Recreation Clerk	Customer Support Specialist	2	305	
Building Maintenance Custodian (Senior Services)	Senior Building Custodian (Senior Services)	2	290	
Building Maintenance Custodian (Recreation)	Senior Building Custodian (Recreation)	2	290	
Building Custodian (Facilities)		1	275	To 280
Account Clerk	Finance Assistant	1	275	
Department Clerk	Office Assistant	1	230	
Crew Member (NEW)		1	215	

Table 1 - CMLP Specialized Classification Plan

Current Job Title	Recommended Job Title Change:	Grade	Total Score	Skill Level
Leadership Team and Senior Managers				
CMLP Director	Director of Concord Municipal Light Plant	LP17	820	800 to 825 (25 points)
No Positions in Grade		LP16		
				770 to 795
Assistant CMLP Director	Asst. Director of Concord Municipal Light Plant	LP15	760	740 to 765
Division Directors, Managers & Advanced Technical Leaders				
Broadband Manager		LP14	710	705 to 735 (30 points)
Power Supply & Rates Administrator			710	
Line Supervisor		LP13	690	670 to 700
Lead Electrical Engineer			690	
Lead Lineworker		LP12	655	635 to 665
Electrical Engineer		LP11	605	600 to 630
Senior Network Engineer (NEW)			605	
Program Managers, Supervisors, & Advanced Technical Positions				
Lineworker, Grade 1		LP10	595	565 to 595 (30 points)
Network Engineer		LP9	530	530 to 560
Senior Engineering Technician		LP8	525	495 to 525
Meter Supervisor			520	
Lead Telecommunications Technician	Lead Broadband Technician		515	
Lineworker, Grade 2		LP7	490	460 to 490
Senior Telecommunications Technician	Senior Broadband Technician		465	
Administrative & Technical Positions				
Telecommunications Technician		LP6	440	425 to 455 (30 points)
Lineworker, Grade 3		LP5	415	390 to 420
No Positions in Grade		LP4		355 to 385
No Positions in Grade		LP3		

Town of Concord, MA  
 Table 1 - CMLP Specialized Classification Plan

Current Job Title	Recommended Job Title Change:	Grade	Total Score	Skill Level
No Positions in Grade		LP2		285 to 315
No Positions in Grade		LP1		To 280

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile	
Leadership Team and Senior Managers										
830+										
Chief Technology Officer		845	MP9	18					134,142	187,799
Chief Financial Officer		840	MP9	18	123,512	168,419	129,220	178,592		
Deputy Town Manager		835	MP9	18						
800 to 825 (25 points)										
Fire Chief		815	MP8	17					125,367	175,513
Police Chief		815	MP8	17	123,547	167,727	132,678	176,014		
Assistant Town Manager		800	MP8	17	120,270	163,582	129,513	173,241		
Public Works Director	Director of Public Works	800	MP8	17	123,248	172,711	127,669	177,498		
770 to 795										
Human Resources Director	Director of Human Resources	785	MP7	16	106,044	147,348	107,037	150,757	117,165	164,031
Library Director	Director of Library Services	775	MP7	16	107,247	146,380	110,316	148,234		
Director of Planning & Land Management	Director of Community Development	775	MP7	16	113,582	142,328	120,038	164,057		
740 to 765										
Town Engineer		760	MP6	15	103,923	136,791	111,769	143,060	109,500	153,300
Recreation Director		760	MP6	15	91,119	122,308	108,257	139,358		
Highways & Grounds Superintendent		760	MP6	15	92,324	121,226	102,582	127,706		
Water/Sewer Superintendent		760	MP6	15	90,609	123,565	93,919	130,492		
Police Captain		760	MP6	15	114,586	122,801	116,766	124,265		
Assistant Fire Chief		760	MP6	15						
Facilities Director		745	MP6	15	117,565	163,699	120,884	170,333		
Division Directors, Managers & Advanced Technical Leaders										
705 to 735 (30 points)										
Town Accountant		730	MP6	14	101,997	129,962	108,399	135,355	99,064	138,689
Town Assessor		730	MP6	14						
Special Projects Manager/Systems Manager (NEW)		725		14						
Building Commissioner		720	MP6	14	91,348	123,319	96,556	127,275		
670 to 700										
IT Operations Manager		700	MP5	13					94,346	132,085
Public Health Director		700	MP5	13	100,064	132,075	105,977	134,487		
Town Planner		690	MP5	13	96,816	132,384	100,436	134,653		
Natural Resources Director		690	MP5	13						
Senior Services Director		685	MP5	13	90,807	122,641	92,787	128,530		
Police Lieutenant		680	MP5	13	102,501	120,653	115,831	130,827		
Beede General Manager	Beede Center General Manager	680	SF1	13						
635 to 665										
Assistant Town Engineer		665	MP5	12	90,061	118,575	90,914	121,250	89,854	125,795
Town Clerk		665	MP5	12	89,700	118,360	90,814	121,299		
Senior Public Works Supervisor (NEW)		660		12	68,274	93,237	71,590	96,890		
Assistant Library Director	Assistant Director of Library Services	655	MP5	12						
Financial Manager/Accountant		655	MP5	12	121,247	155,018	122,497	155,986		

Town of Concord, MA  
Table 2 - Comprehensive Table

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile	
Assistant Highway & Grounds Superintendent		640	MP4	12						
600 to 630										
Customer Service Administrator	Customer Service Manager	630	MP4	11					85,575	119,805
Assistant Human Resources Director		620	MP3	11	72,466	109,087	72,562	110,629		
Assistant Recreation Director		620	MP4	11						
Assistant Facilities Director (NEW)		620		11						
Business Manager (NEW)		620		11	72,078	94,245	74,743	98,122		
GIS Program Manager		610	MP4	11						
Operations Manager		610	MP3	11						
Director of Sustainability	Sustainability Director	605	MP5	11						
Deputy Treasurer/ Collector		615	MP5	11	92,948	123,888	95,102	132,320		
Budget & Purchasing Director		600	MP5	11						
530 to 560										
<b>Program Managers, Supervisors, &amp; Advanced Technical Positions</b>										
565 to 595 (30 points)										
Public Works Engineer - Water & Sewer	Senior Public Works Engineer	595	MP4	10					82,776	115,886
Media Manager (New)		580		10						
Public Works Engineer	Senior Public Works Engineer	580	MP4	10	77,872	102,795	80,508	108,272		
Public Works Supervisor		580	TCL7	10	87,745	109,741	89,167	112,738		
Childcare Services Manager		565	MP3	10						
Municipal Archivist/Records Manager		565	MP3	10						
530 to 560										
Assistant Natural Resources Director		560	MP2	9					78,090	109,326
Social Services Supervisor		560	HS1	9						
Local Inspector		550	MP3	9	71,748	94,054	74,902	96,227		
Economic Vitality & Tourism Manager	Tourism Manager	550	MP3	9						
Environmental Health & Safety Manager		540	MP4	9						
Senior Treatment System Operator		540	TCL6	9	68,274	93,237	71,590	96,890		
Senior Public Health Inspector		560		9						
HVAC Technician	HVAC Technician/Plumber	535	TCL7	9	68,067	84,275	69,032	84,892		
Senior Environmental & Regulatory Coordinator		535	MP3	9						
Risk & Compliance Manager (NEW)		535		9	75,702	98,632	75,932	100,629		
Energy Conservation Coordinator	Energy Efficiency & Electrification Coordinator	535	MP3	9	88,177	116,917	97,754	122,608		
Economic Vitality Manager		535	MP4	9						
Communications Manager		530	MP3	9						
Community Services Coordinator		530	HS1	9						
Customer Service Supervisor		530	MP3	9						
495 to 525										
Crew Leader (Water/Sewer)		520	TCL5	8	69,343	85,661	71,877	86,629	73,670	103,138
Land Manager		520	MP2	8						
Administrative & Operations Supervisor		515	MP2	8						
Assistant Treasurer		515	MP3	8	74,787	95,747	75,396	100,207		
Assistant Town Accountant		515	MP3	8						
Assistant Town Clerk		515	MP3	8	69,443	99,344	73,134	103,420		
Assistant Assessor		510	MP3	8						
Associate Financial Manager	Associate Financial Manager/Accountant	505	MP3	8						
Crew Leader (CMLP)		505	TCL5	8						

Town of Concord, MA  
Table 2 - Comprehensive Table

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile	
Licensed Electrician/Skilled Carpenter	Crew Leader/Electrician & Skilled Carpenter	505	TCL5	8	68,652	84,143	69,227	84,848		
Senior Information Systems Technician		500	MP3	8						
Senior Planner (Community & Historic Preservation)		500	MP3	8	79,778	109,990	83,713	111,526		
Senior Planner (Transportation)		500	MP3	8						
Senior Master Mechanic		500	TCL5	8						
Senior Utility Electrician (NEW)		500		8						
Assistant Public Works Engineer	Public Works Engineer	495	MP3	8						
Management Analyst		495	MP3	8	72,078	94,245	74,743	98,122		
Senior Budget & Operations Analyst	Senior Financial Analyst	495	MP3	8						
460 to 490										
Business Systems Analyst		490	MP2	7					69,500	97,300
Environmental Health Inspector	Public Health Inspector	490	MP2	7						
Aquatics Supervisor (Safety) (NEW)		490		7						
Aquatics Program Manager	Aquatics Supervisor (Programs)	490	SF1	7						
Administrative Systems Analyst	Business Systems Analyst	485	MP2	7						
Program Analyst (NEW)		485		7						
Recreation Supervisor		485	MP1	7	65,647	89,388	68,997	92,446		
Recreation Facilities Coordinator (NEW)		480		7						
Assistant to the Beede General Manager		480	SF1	7						
Senior Facilities/Landscape Maintainer (NEW)		475		7						
Utility Electrician		465	EL3A	7						
Production Manager		465	MP2	7						
Custodial Maintenance Supervisor	Custodial Supervisor	465	TCL4	7	71,790	97,030	72,762	102,180		
GIS Technician/Analyst	GIS Analyst	460	MP2	7	74,598	96,713	76,903	100,140		
Public Health Inspector		460	MP2	7	66,723	88,148	68,673	90,710		
Treatment Systems Operator		460	TCL5	7	63,657	83,278	65,162	84,266		
Administrative & Technical Positions										
425 to 455 (30 points)										
Executive Assistant to the Town Manager		450	AC6	6	64,402	84,556	66,499	86,439	65,729	92,020
Finance Assistant	Payroll & Finance Generalist	450	AC6	6	61,607	88,116	68,219	91,931		
Human Resources Assistant	Human Resources Generalist	450	AC5	6	59,545	81,669	62,201	83,759		
Senior Human Resources Assistant	Human Resources Generalist	450	AC6	6						
Senior Administrative Assistant (Police)	Office Administrator (Police Chief's Office)	450	AC5	6	60,510	82,732	60,565	85,945		
Senior Administrative Assistant (Health)	Office Administrator (Health)	450	AC5	6	60,510	82,732	60,565	85,945		
Senior Administrative Assistant (Fire)	Office Administrator (Fire)	450	AC5	6	60,510	82,732	60,565	85,945		
Senior Administrative Assistant (Finance)	Office Administrator (Finance)	450	AC5	6						
Senior Administrative Assistant (CPW)	Office Administrator (CPW)	440	AC5	6	60,510	82,732	60,565	85,945		
Senior Administrative Assistant (TMO)	Executive Assistant to the Select Board	435	AC5	6						
Senior Administrative Assistant (Recreation)	Office Administrator (Recreation)	435	AC5	6	60,510	82,732	60,565	85,945		
Facilities Maintainer/Skilled Carpenter (NEW)		430		6						
Budget Analyst		425	MP2	6	69,752	96,216	70,776	98,181		
Engineering Technician		425	MP1	6						
Information Systems Technician		425	MP2	6	69,878	93,046	74,377	97,993		
Senior Administrative Assistant (Assessing)	Office Administrator (Assessing)	425	AC5	6	60,510	82,732	60,565	85,945		
Senior Administrative Assistant (Light Plant)	Office Administrator (Light Plant)	425	AC5	6	60,510	82,732	60,565	85,945		
390 to 420										



Town of Concord, MA  
Table 2 - Comprehensive Table

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile		
Environmental & Regulatory Coordinator		420	MP2	5					62,599	87,638	
Membership Coordinator		420	SF1	5							
Outreach Coordinator		420	HS1	5	67,733	87,821	68,940	88,681			
Equipment/Line Operator		415	TCL4	5							
Water/Sewer System Maintainer		415	TCL3	5	59,247	75,483	59,886	77,244			
Senior Administrative Assistant (Library)	Office Coordinator (Library)	415	AC5	5	60,510	82,732	60,565	85,945			
Geriatric Health Nurse		410	HS1	5							
Senior Meter Technician (NEW)		410		5							
Senior Department Clerk (Police)	Office Coordinator (Police - Suppt Svcs)	405	AC3	5	49,345	65,424	51,422	68,098			
Administrative Assistant (Senior Services)	Office Coordinator (Senior Services)	405	AC4	5	54,734	74,227	55,170	75,499			
Lead Producer	Senior Producer	400	MS1	5							
GIS Technician (NEW)		395		5							
Maintenance & Inventory Coordinator	Maintenance & Warehouse Coordinator	395	TCL3	5							
Senior Department Clerk (Fire)	Office Coordinator (Fire)	395	AC3	5							
Energy Specialist	Energy Efficiency & Electrification Specialist	390	MP2	5							
Office Accountant		390	MP2	5	80,964	107,568	83,328	110,007			
Project & Procurement Coordinator		390	AC5	5	75,300	104,920	78,433	110,973			
355 to 385											
Assistant to the Town Clerk	Senior Administrative Specialist (Town Clerk's Office	380	AC4	4					59,618	83,465	
Treasury Assistant	Senior Finance Specialist (Treasury)	380	AC4	4	56,071	76,057	57,919	79,543			
Administrative Assistant (Planning)	Senior Administrative Specialist (Planning)	380	AC4	4	54,734	74,227	55,170	75,499			
Administrative Assistant (Building Inspections)	Senior Administrative Specialist (Building Insp)	380	AC4	4	54,734	74,227	55,170	75,499			
Collections Assistant	Senior Finance Specialist (Collections)	380	AC4	4							
Associate Engineer		370	MP1	4							
Facilities/Landscape Maintainer		360	TCL3	4							
Education Coordinator		360	MS1	4							
Administrative Assistant (Natural Resources)	Senior Administrative Specialist (Natural Resources)	360	AC4	4	54,734	74,227	55,170	75,499			
Customer Services Representative	Customer Services Specialist (Light)	355	AC3	4	52,839	70,582	52,973	71,201			
Senior Account Clerk (Light)	Accounts Payable Specialist (Light)	355	AC3	4	53,263	70,897	53,689	72,017			
Senior Department Clerk (Town Clerk's Office)	Senior Administrative Specialist (Town Clerk's	355	AC3	4	49,345	65,424	51,422	68,098			
Senior Department Clerk (Facilities)	Senior Administrative Specialist (Facilities)	355	AC3	4	49,345	65,424	51,422	68,098			
Meter Technician		355	EL2A	4	76,821	94,206	80,311	98,255			
Senior Accounting Clerk	Accounts Payable Specialist (Accounting)	355	AC3	4							
320 to 350											
Senior Account Clerk (Treasurer-Collector)	Finance Specialist (Treasurer-Collector)	345	AC3	3					56,779	79,490	
Swim Fitness Specialist/Personal Trainer	Fitness Trainer	345	SF1	3							
Administrative Assistant (Senior Services)	Administrative Specialist (Senior Services)	345	AC4	3	54,734	74,227	55,170	75,499			
Administrative Assistant (Water & Sewer)	Administrative Specialist (Water & Sewer)	335	AC4	3	54,734	74,227	55,170	75,499			
Administrative Assistant (PW Engineering)	Administrative Specialist (PW Engineering)	335	AC4	3	54,734	74,227	55,170	75,499			
Administrative Assistant (Highway & Grounds)	Administrative Specialist (Highway & Grounds)	335	AC4	3	54,734	74,227	55,170	75,499			
Senior Department Clerk (Assessing)	Administrative Specialist (Assessing)	335	AC3	3	49,345	65,424	51,422	68,098			
285 to 315											
Senior Van Driver		315	HSA	2	44,647	57,121	46,960	61,666	54,075	75,705	
Activity Coordinator		310	HS1	2							
Building Maintenance Custodian (Facilities)	Senior Building Custodian (Facilities)	310	TCL2	2	52,317	64,326	54,435	65,954			
Senior Crew Member (NEW)		310		2	50,694	64,766	52,615	67,660			
Recreation Clerk	Customer Support Specialist	305	AC1	2							
Building Maintenance Custodian (Senior Services)	Senior Building Custodian (Senior Services)	290	TCL2	2							

Town of Concord, MA  
Table 2 - Comprehensive Table

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile	
Building Maintenance Custodian (Recreation)	Senior Building Custodian (Recreation)	290	TCL2	2						
To 280										
Building Custodian (Facilities)		275	TCL1	1	50,580	61,444	51,252	66,775	51,500	72,100
Account Clerk	Finance Assistant	275	AC2	1						
Department Clerk	Office Assistant	230	AC2	1						
Crew Member (NEW)		215		1						

Town of Concord, MA  
Table 2 - CMLP Specialized Comprehensive Table

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile		
Leadership and Senior Managers											
		800 to 825 (25 points)									
CMLP Director	Director of Concord Municipal Light Plant	820	EM6	LP17	186,248	235,476	195,416	238,363	165,974	232,363	
		770 to 795									
					LP16					144,325	202,055
		740 to 765									
Assistant CMLP Director	Asst. Director of Concord Municipal Light Plant	760	EM5	LP15					125,500	175,700	
Division Directors, Managers & Advanced Technical Leaders											
		705 to 735 (30 points)									
Broadband Manager		710	TM3	LP14					118,217	165,503	
Power Supply & Rates Administrator		710	EM4								
		670 to 700									
Line Supervisor		690	EL6	LP13					110,483	154,676	
Lead Electrical Engineer		690	EM3	95,469		141,280	95,771	143,015			
		635 to 665									
Lead Lineworker		655	MP5	LP12					103,255	144,557	
		600 to 630									
Electrical Engineer		605	EM2	LP11	87,279	139,039	89,872	143,013	96,500	135,100	
Senior Network Engineer (NEW)		605			104,815	138,750	106,777	140,096			
Program Managers, Supervisors, & Advanced Technical Positions											
		565 to 595 (30 points)									
Lineworker, Grade 1		595	EL4	LP10	99,474	113,509	100,342	115,407	93,793	131,311	
		530 to 560									
Network Engineer		530	TM2	LP9					87,250	122,150	
		495 to 525									
Senior Engineering Technician		525	EM1	LP8	85,161	106,571	87,287	108,844	81,163	113,628	
Meter Supervisor		520	EM1								
Lead Telecommunications Technician	Lead Broadband Technician	515	TT3								
		460 to 490									
Lineworker, Grade 2		490	EL3B	LP7					75,500	105,700	
Senior Telecommunications Technician	Senior Broadband Technician	465	TT2								
Administrative & Technical Positions											
		425 to 455 (30 points)									
Telecommunications Technician	Broadband Technician	440	TT1	LP6					65,729	92,020	
		390 to 420									
Lineworker, Grade 3		415	EL2B	LP5	76,385	82,438	79,209	85,567	62,599	87,638	
		355 to 385									
No Positions in Grade					LP4					59,618	83,465
		320 to 350									
No Positions in Grade					LP3					56,779	79,490
		285 to 315									
No Positions in Grade					LP2					54,075	75,705
		To 280									
No Positions in Grade					LP1					51,500	72,100

Table 3 - Proposed Pay Ranges

## 85th Percentile - Proposed Pay Ranges

Administrative and Technical		
Between Each Grade: <b>5.00%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>1</b>	51,500	72,100
<b>2</b>	54,075	75,705
<b>3</b>	56,779	79,490
<b>4</b>	59,618	83,465
<b>5</b>	62,599	87,638
<b>6</b>	65,729	92,020

## 95th Percentile - Proposed Pay Ranges

Administrative and Technical		
Between Each Grade: <b>5.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>1</b>	52,500	73,500
<b>2</b>	55,125	77,175
<b>3</b>	57,881	81,034
<b>4</b>	60,775	85,085
<b>5</b>	63,814	89,340
<b>6</b>	67,005	93,807

## Program Mgrs., Supervisors and Advanced Technical

Between Each Grade: <b>6.00%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>7</b>	69,500	97,300
<b>8</b>	73,670	103,138
<b>9</b>	78,090	109,326
<b>10</b>	82,776	115,886

## Program Mgrs., Supervisors and Advanced Technical

Between Each Grade: <b>6.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>7</b>	70,500	98,700
<b>8</b>	74,730	104,622
<b>9</b>	79,214	110,899
<b>10</b>	83,967	117,553

## Div. Directors, Managers &amp; Adv. Technical Leaders

Between Each Grade: <b>5.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>11</b>	85,575	119,805
<b>12</b>	89,854	125,795
<b>13</b>	94,346	132,085
<b>14</b>	99,064	138,689

## Div. Directors, Managers &amp; Adv. Technical Leaders

Between Each Grade: <b>5.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>11</b>	86,500	121,100
<b>12</b>	90,825	127,155
<b>13</b>	95,366	133,513
<b>14</b>	100,135	140,188

## Leadership Team and Senior Managers

Between Each Grade: <b>7.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>15</b>	109,500	153,300
<b>16</b>	117,165	164,031
<b>17</b>	125,367	175,513
<b>18</b>	134,142	187,799

## Leadership Team and Senior Managers

Between Each Grade: <b>7.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>15</b>	110,500	154,700
<b>16</b>	118,235	165,529
<b>17</b>	126,511	177,116
<b>18</b>	135,367	189,514

Table 3 - CMLP Specialized Proposed Pay Ranges

85th Percentile - Proposed Pay Ranges		
Administrative and Technical		
Between Each Grade: <b>5.00%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>1</b>	51,500	72,100
<b>2</b>	54,075	75,705
<b>3</b>	56,779	79,490
<b>4</b>	59,618	83,465
<b>5</b>	62,599	87,638
<b>6</b>	65,729	92,020

Program Mgrs., Supervisors and Advanced Technical		
Between Each Grade: <b>7.5%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>7</b>	75,500	105,700
<b>8</b>	81,163	113,628
<b>9</b>	87,250	122,150
<b>10</b>	93,793	131,311

Div. Directors, Managers & Adv. Technical Leaders		
Between Each Grade: <b>7.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>11</b>	96,500	135,100
<b>12</b>	103,255	144,557
<b>13</b>	110,483	154,676
<b>14</b>	118,217	165,503

Leadership Team and Senior Managers		
Between Each Grade: <b>15.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>15</b>	125,500	175,700
<b>16</b>	144,325	202,055
<b>17</b>	165,974	232,363

95th Percentile - Proposed Pay Ranges		
Administrative and Technical		
Between Each Grade: <b>5.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>1</b>	52,500	73,500
<b>2</b>	55,125	77,175
<b>3</b>	57,881	81,034
<b>4</b>	60,775	85,085
<b>5</b>	63,814	89,340
<b>6</b>	67,005	93,807

Program Mgrs., Supervisors and Advanced Technical		
Between Each Grade: <b>7.5%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>7</b>	76,500	107,100
<b>8</b>	82,238	115,133
<b>9</b>	88,405	123,767
<b>10</b>	95,036	133,050

Div. Directors, Managers & Adv. Technical Leaders		
Between Each Grade: <b>7.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>11</b>	97,500	136,500
<b>12</b>	104,325	146,055
<b>13</b>	111,628	156,279
<b>14</b>	119,442	167,218

Leadership Team and Senior Managers		
Between Each Grade: <b>15.0%</b>		
Range Spread: <b>40%</b>		
	Minimum	Maximum
<b>15</b>	125,500	175,700
<b>16</b>	144,325	202,055
<b>17</b>	165,974	232,363

# APPENDIX A

## EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

### TOWN OF CONCORD, MASSACHUSETTS

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR:	HIS/HER TITLE:

### INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete his/her section.

**General Summary:** In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.

---

**FACTOR 1. Education & Training:** In your opinion, what kind of education and training is necessary to perform your job?

- ☐ LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- ☐ LEVEL 2: High school diploma (GED) or equivalent.
- ☐ LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- ☐ LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- ☐ LEVEL 5: Completion of four-year college degree program.
- ☐ LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- ☐ LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

---

**FACTOR 2. Years of Experience:** How much previous work experience do you feel is necessary to perform your job?

- | LEVEL 1:                                  | LEVEL 2:                              | LEVEL 3:                              | LEVEL 4:                               | LEVEL 5:                                    |
|---|---------------------------------------|---------------------------------------|--|---|
| <input type="checkbox"/> Less Than 1 Year | <input type="checkbox"/> 1 to 3 Years | <input type="checkbox"/> 4 to 6 Years | <input type="checkbox"/> 7 to 10 Years | <input type="checkbox"/> More than 10 Years |

What is the minimum number of years required?

What specific experience is necessary?



### FACTOR 3. Independent Judgment and Decision Making

**Part 1:** How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- ☐ LITTLE: Little discretion or independent judgment exercised.
- ☐ SOME: Some discretion or judgment exercised, but supervisor is normally available.
- ☐ OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- ☐ HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- ☐ VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

**Part 2:** If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- ☐ MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- ☐ MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- ☐ SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- ☐ CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

---

**FACTOR 4. Responsibility for Policy Development:** Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- ☐ LEVEL 1: Position involves only the execution of policies or use of existing procedures.
- ☐ LEVEL 2: May provide some input to supervisor when policies and procedures are updated.
- ☐ LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- ☐ LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- ☐ LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- ☐ LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

---

**FACTOR 5. Planning:** How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- ☐ LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
- ☐ LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- ☐ LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- ☐ LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
- ☐ LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).

**FACTOR 6. Contacts with Others:** In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- ☐ LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- ☐ LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- ☐ LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- ☐ LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- ☐ LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- ☐ LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- ☐ LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

**FACTOR 7. Supervision Given:**

Do you supervise or assign work to other employees? ☐ Yes ☐ No

If yes:

- ☐ LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- ☐ LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.

- ☐ LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- ☐ LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- ☐ LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- ☐ LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- ☐ LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

---

**FACTOR 8. Physical Demands:** Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

**Unpleasant or Hazardous Conditions:** Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	
Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>	
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>	
Violence	<input type="checkbox"/>	<input type="checkbox"/>	
Disease	<input type="checkbox"/>	<input type="checkbox"/>	
Smoke	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	

---

**FACTOR 9. Use of Technology/Specialized Equipment:** Please check the level of technology or specialized equipment use needed for you to perform your job.

- ☐ LEVEL 1: Position has no responsibility for, or use of, technology.
- ☐ LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- ☐ LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- ☐ LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- ☐ LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- ☐ LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- ☐ LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- ☐ LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

## 10. FLSA EXEMPT OR NON-EXEMPT DETERMINATION

Do you receive overtime or comp time for hours worked beyond your normal work week? ☐ Yes ☐ No

Is your position considered any one of the following: Executive, Administrative, Professional, or Computer? If so, please answer the questions in the applicable sections below. If not, please skip to Question 11.

**Please answer for only one category:**

### A. Executive

	No	Yes	Unsure
Are you paid the equivalent of at least \$684 per week on a salary basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is your primary duty managing the department or unit of a local government?			
Percent of time spent managing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you customarily direct the work of two or more other employees (or the equivalent of two or more, e.g., 4 part-timers)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the ability to hire and fire, or do your recommendations carry significant weight even if you are unauthorized to make the final decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B. Administrative**

Are you paid the equivalent of at least \$684 per week on a salary basis?

No	Yes	Unsure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is this a "staff" position where your primary duty is performing office or non-manual work directly related to the management or general operations of the organization, division or unit?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Do you exercise discretion and independent judgment with respect to matters of significance, have the authority to formulate/interpret policy, and have a high level of operational responsibility?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

**C. Professional**

Are you paid the equivalent of at least \$684 per week on a salary basis?

No	Yes	Unsure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your primary duty include the performance of work that requires advanced knowledge in a field of science or learning that is customarily acquired by a prolonged course of specialized instruction?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Is a specialized advanced degree a prerequisite for your job?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

If yes, what is the degree or certification?

**D. Computer**

Are you paid the equivalent of at least \$684 per week on a salary basis?

No	Yes	Unsure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do your primary duties involve:

The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications; OR

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on or related to user or system design specifications; OR

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

The design, documentation, testing, creation or modification of computer programs related to organizational operating systems; OR

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

A combination of the aforementioned duties, the performance of which requires the same level of skills?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

---

**11. Comments/Additional Information:** Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

---

Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

---

**EMPLOYEE'S SIGNATURE OR TYPED NAME**

---

**DATE**

**THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD**

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.
2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.
3. How long has this employee worked for you?
4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Supervisor or Department Head. If using a printed copy of this form, sign and date it before forwarding.

---

***SUPERVISOR'S SIGNATURE OR TYPED NAME***

---

***DATE***

---

**If Supervisor isn't Department Head, Department Head should review this form as well.**

- ☐ I have read the above and substantially concur.
- ☐ I have read the above and have the following comments:

Type your name and the date below, and then email this form to Human Resources. If using a printed copy of this form, sign and date it before forwarding.

---

***DEPARTMENT HEAD SIGNATURE OR TYPED NAME***

---

***DATE***

# APPENDIX B

### 1. Population: Maximum 15 Points

18,491

Factor	Minimum Range		Maximum Range		Points
1.50	12,327	18,491	18,491	27,737	15
2.00	9,246	12,326	27,738	36,982	11
2.50	7,396	9,245	36,983	46,228	7
3.00	6,164	7,395	46,229	55,473	3
All Others					0

### 2. DOR Income Per Capita: Maximum 15 Points

152,245

Factor	Minimum Range		Maximum Range		Points
1.50	101,497	152,245	152,245	228,368	15
2.00	76,123	101,496	228,369	304,490	11
2.50	60,898	76,122	304,491	380,613	7
3.00	50,748	60,897	380,614	456,735	3
All Others					0

### 3. EQV Per Capita: Maximum 15 Points

385,820

Factor	Minimum Range		Maximum Range		Points
1.50	257,213	385,820	385,820	578,730	15
2.00	192,910	257,212	578,731	771,640	11
2.50	154,328	192,909	771,641	964,550	7
3.00	128,607	154,327	964,551	1,157,460	3
All Others					0

### 4. Total Assessed Value: Maximum 15 Points

6,827 Million

Factor	Minimum Range		Maximum Range		Points
1.50	4,551	6,827	6,827	10,240	15
2.00	3,413	4,550	10,241	13,654	11
2.50	2,731	3,412	13,655	17,067	7
3.00	2,276	2,730	17,068	20,481	3
All Others					0

### 5. Tax Levy: Maximum 15 Points

100.8 Million

Factor	Minimum Range		Maximum Range		Points
1.50	67.2	100.8	100.8	151.1	15
2.00	50.4	67.1	151.2	201.5	11
2.50	40.3	50.3	201.6	251.9	7
3.00	33.6	40.2	252.0	302.3	3
All Others					0

### 5. Total Budget: Maximum 15 Points

120.2 Million

Factor	Minimum Range		Maximum Range		Points
1.50	80.1	120.2	120.2	180.3	15
2.00	60.1	80.0	180.4	240.3	11
2.50	48.1	60.0	240.4	300.4	7
3.00	40.1	48.0	300.5	360.5	3
All Others					0



## 7. State Aid: Maximum 5 Points

5.84 Million

Factor	Minimum Range		Maximum Range		Points
1.50	3.89	5.84	5.84	8.76	5
2.00	2.92	3.88	8.77	11.68	4
2.50	2.34	2.91	11.69	14.60	3
3.00	1.95	2.33	14.61	17.51	2
All Others					0

## 8. Proximity in Miles: Maximum 5 Points

Factor:	Points
1 to 10 Miles	5
11 to 20 Miles	3
21 to 30 Miles	1
All Others	0

### Initial screen:

Massachusetts communities with populations between approximately 9,200 and 37,000, within 30 miles of Concord in Essex, Middlesex, Norfolk, Suffolk and Worcester Counties, and with an EQV Per Capita greater than \$200,000.

### Sources:

(1) Massachusetts Department of Revenue Division of Local Services, Municipal Databank/Local Aid Section (most recent data available) for: Population; DOR Income Per Capita; EQV Per Capita; Total Assessed Value; Tax Levy; State Aid; and Total Budget. <https://www.mass.gov/service-details/at-a-glance-and-community-comparison-reports>

(2) Google Maps: Proximity (lowest mileage listed)

### Note:

Each of the eight criterion contain ranges to assess comparability with the Town's data. For example, each of the four ranges for the Town's population is developed using a factor of .5 percent (+/-). To determine the population range that will receive a score of 15 (most similar to the Town), the Town's population is multiplied by 1.5 (maximum range) and divided by 1.5 (minimum range). The Town's population is then multiplied and divided by 2.0, 2.5 and 3.0 to determine ranges of decreasing similarity (and subsequently decreasing "comparability points").

Concord, MA  
Criteria Comparisons - Sorted by Rank

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value (million)	Max Points	Tax Levy (million)	Max. Points	Total Budget (million)	Max. Points	State Aid (million)	Max. Points	Proximity (miles)	Max. Points	Total Points
Concord	18,491	15	152,245	15	385,820	15	6,827	15	100.8	15	120.2	15	5.84	5	0	5	100
Sudbury	18,934	15	120,466	15	271,042	15	5,198	15	96.0	15	112.8	15	6.75	5	8	5	100
Winchester	22,970	15	121,868	15	377,913	15	8,983	15	112.1	15	142.4	15	11.54	4	13	3	97
Westwood	16,266	15	123,062	15	320,554	15	5,079	15	86.6	15	103.4	15	8.02	5	23	1	96
Wayland	13,943	15	143,103	15	304,005	15	4,204	11	77.2	15	92.7	15	6.53	5	8	5	96
Hingham	24,284	15	127,975	15	327,057	15	8,044	15	93.0	15	123.9	15	10.14	4	40	0	94
Belmont	27,295	15	97,965	11	360,538	15	9,664	15	111.7	15	140.9	15	12.48	3	11	3	92
Marblehead	20,441	15	94,092	11	340,458	15	7,251	15	76.3	15	97.6	15	8.27	5	32	0	91
Weston	11,851	11	333,105	7	570,849	15	6,816	15	87.3	15	102.7	15	4.45	5	8	5	88
Hopkinton	18,758	15	87,002	11	237,487	11	4,853	15	82.6	15	100.6	15	9.45	4	24	1	87
Burlington	26,377	15	53,983	3	307,110	15	7,950	15	129.8	15	162.0	15	10.32	4	10	5	87
Bedford	14,383	15	76,027	7	305,877	15	4,297	11	73.5	15	109.3	15	8.90	4	5	5	87
Acton	24,021	15	72,152	7	205,691	11	5,103	15	99.3	15	108.9	15	2.70	3	6	5	86
Dedham	25,364	15	60,879	7	231,176	11	6,085	15	97.1	15	122.8	15	9.96	4	21	1	83
Reading	25,518	15	68,897	7	227,975	11	6,200	15	82.4	15	111.1	15	14.82	2	17	3	83
Westford	24,643	15	66,152	7	209,433	11	5,466	15	88.1	15	118.9	15	20.27	0	10	5	83
Lynnfield	13,000	15	88,287	11	269,895	15	3,934	11	50.7	11	63.2	11	5.75	5	20	3	82
Wakefield	27,090	15	53,217	3	211,646	11	6,148	15	83.5	15	108.5	15	11.10	4	17	3	81
Wellesley	29,550	11	211,460	15	457,666	15	13,305	11	155.4	11	184.7	11	10.94	4	16	3	81
Needham	32,091	11	119,154	15	360,854	15	11,312	11	170.8	11	208.0	11	13.96	3	18	3	80
Canton	24,370	15	60,190	3	232,449	11	6,125	15	87.6	15	110.4	15	9.40	4	30	1	79
North Reading	15,554	15	68,613	7	231,945	11	3,814	11	57.2	11	80.8	15	9.68	4	21	3	77
Wilmington	23,349	15	49,992	0	228,711	11	5,512	15	94.7	15	120.2	15	14.66	2	16	3	76
Melrose	29,817	11	53,938	3	208,229	11	6,509	15	71.2	15	99.0	15	15.29	2	20	3	75
Andover	36,569	11	87,282	11	255,097	11	9,659	15	165.5	11	198.6	11	14.24	3	25	1	74
Chelmsford	36,392	11	56,760	3	180,014	7	6,814	15	111.9	15	148.5	15	17.82	2	12	5	73
Swampscott	15,111	15	72,187	7	226,888	11	3,773	11	51.4	11	64.9	11	6.25	5	29	1	72
Danvers	28,087	11	48,406	0	204,666	11	6,018	15	86.9	15	117.2	15	11.01	4	28	1	72
Medfield	12,799	15	99,600	11	233,273	11	2,989	7	52.1	11	70.1	11	8.12	5	25	1	72
Watertown	35,329	11	53,770	3	278,269	15	10,050	11	134.3	15	184.0	11	13.56	3	12	3	72
Southborough	10,450	11	123,267	15	266,068	15	2,856	7	46.5	7	57.1	7	4.50	5	18	3	70
Stoneham	23,244	15	47,784	0	201,179	11	4,924	15	55.7	11	73.8	11	10.63	4	17	3	70
Lexington	34,454	11	131,387	15	390,990	15	14,045	7	218.2	7	268.7	7	16.49	2	7	5	69
Northborough	15,741	15	64,510	7	209,453	11	3,380	7	55.7	11	67.7	11	5.56	5	24	1	68
Ipswich	13,785	15	68,857	7	235,517	11	3,443	11	44.3	11	58.6	7	6.06	5	38	0	67
Mansfield	23,860	15	53,922	3	179,993	7	4,526	11	72.4	15	107.6	15	21.92	0	40	0	66
Shrewsbury	38,325	7	59,686	3	177,909	7	6,984	15	98.5	15	156.4	15	26.54	0	32	0	62
Lincoln	7,014	3	156,203	15	331,302	15	2,342	3	35.5	3	44.78	3	2.42	3	4	5	50
Littleton	10,141	11	58,520	3	219,516	11	2,278	3	45.2	7	58.8	7	5.61	5	12	3	50
Middleton	9,779	11	59,433	3	241,994	11	2,453	3	32.5	0	41.4	3	2.42	3	24	1	35
Groton	11,315	11	68,993	7	179,691	7	2,110	0	36.3	3	44.7	3	1.01	0	19	3	34

Concord, MA  
Criteria Comparisons - Sorted by Name

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value (million)	Max Points	Tax Levy (million)	Max. Points	Total Budget (million)	Max. Points	State Aid (million)	Max. Points	Proximity (miles)	Max. Points	Total Points
Concord	18,491	15	152,245	15	385,820	15	6,827	15	100.8	15	120.2	15	5.84	5	0	5	100
Acton	24,021	15	72,152	7	205,691	11	5,103	15	99.3	15	108.9	15	2.70	3	6	5	86
Andover	36,569	11	87,282	11	255,097	11	9,659	15	165.5	11	198.6	11	14.24	3	25	1	74
Bedford	14,383	15	76,027	7	305,877	15	4,297	11	73.5	15	109.3	15	8.90	4	5	5	87
Belmont	27,295	15	97,965	11	360,538	15	9,664	15	111.7	15	140.9	15	12.48	3	11	3	92
Burlington	26,377	15	53,983	3	307,110	15	7,950	15	129.8	15	162.0	15	10.32	4	10	5	87
Canton	24,370	15	60,190	3	232,449	11	6,125	15	87.6	15	110.4	15	9.40	4	30	1	79
Chelmsford	36,392	11	56,760	3	180,014	7	6,814	15	111.9	15	148.5	15	17.82	2	12	5	73
Danvers	28,087	11	48,406	0	204,666	11	6,018	15	86.9	15	117.2	15	11.01	4	28	1	72
Dedham	25,364	15	60,879	7	231,176	11	6,085	15	97.1	15	122.8	15	9.96	4	21	1	83
Groton	11,315	11	68,993	7	179,691	7	2,110	0	36.3	3	44.7	3	1.01	0	19	3	34
Hingham	24,284	15	127,975	15	327,057	15	8,044	15	93.0	15	123.9	15	10.14	4	40	0	94
Hopkinton	18,758	15	87,002	11	237,487	11	4,853	15	82.6	15	100.6	15	9.45	4	24	1	87
Ipswich	13,785	15	68,857	7	235,517	11	3,443	11	44.3	11	58.6	7	6.06	5	38	0	67
Lexington	34,454	11	131,387	15	390,990	15	14,045	7	218.2	7	268.7	7	16.49	2	7	5	69
Lincoln	7,014	3	156,203	15	331,302	15	2,342	3	35.5	3	44.78	3	2.42	3	4	5	50
Littleton	10,141	11	58,520	3	219,516	11	2,278	3	45.2	7	58.8	7	5.61	5	12	3	50
Lynnfield	13,000	15	88,287	11	269,895	15	3,934	11	50.7	11	63.2	11	5.75	5	20	3	82
Mansfield	23,860	15	53,922	3	179,993	7	4,526	11	72.4	15	107.6	15	21.92	0	40	0	66
Marblehead	20,441	15	94,092	11	340,458	15	7,251	15	76.3	15	97.6	15	8.27	5	32	0	91
Medfield	12,799	15	99,600	11	233,273	11	2,989	7	52.1	11	70.1	11	8.12	5	25	1	72
Melrose	29,817	11	53,938	3	208,229	11	6,509	15	71.2	15	99.0	15	15.29	2	20	3	75
Middleton	9,779	11	59,433	3	241,994	11	2,453	3	32.5	0	41.4	3	2.42	3	24	1	35
Needham	32,091	11	119,154	15	360,854	15	11,312	11	170.8	11	208.0	11	13.96	3	18	3	80
North Reading	15,554	15	68,613	7	231,945	11	3,814	11	57.2	11	80.8	15	9.68	4	21	3	77
Northborough	15,741	15	64,510	7	209,453	11	3,380	7	55.7	11	67.7	11	5.56	5	24	1	68
Reading	25,518	15	68,897	7	227,975	11	6,200	15	82.4	15	111.1	15	14.82	2	17	3	83
Shrewsbury	38,325	7	59,686	3	177,909	7	6,984	15	98.5	15	156.4	15	26.54	0	32	0	62
Southborough	10,450	11	123,267	15	266,068	15	2,856	7	46.5	7	57.1	7	4.50	5	18	3	70
Stoneham	23,244	15	47,784	0	201,179	11	4,924	15	55.7	11	73.8	11	10.63	4	17	3	70
Sudbury	18,934	15	120,466	15	271,042	15	5,198	15	96.0	15	112.8	15	6.75	5	8	5	100
Swampscott	15,111	15	72,187	7	226,888	11	3,773	11	51.4	11	64.9	11	6.25	5	29	1	72
Wakefield	27,090	15	53,217	3	211,646	11	6,148	15	83.5	15	108.5	15	11.10	4	17	3	81
Watertown	35,329	11	53,770	3	278,269	15	10,050	11	134.3	15	184.0	11	13.56	3	12	3	72
Wayland	13,943	15	143,103	15	304,005	15	4,204	11	77.2	15	92.7	15	6.53	5	8	5	96
Wellesley	29,550	11	211,460	15	457,666	15	13,305	11	155.4	11	184.7	11	10.94	4	16	3	81
Westford	24,643	15	66,152	7	209,433	11	5,466	15	88.1	15	118.9	15	20.27	0	10	5	83
Weston	11,851	11	333,105	7	570,849	15	6,816	15	87.3	15	102.7	15	4.45	5	8	5	88
Westwood	16,266	15	123,062	15	320,554	15	5,079	15	86.6	15	103.4	15	8.02	5	23	1	96
Wilmington	23,349	15	49,992	0	228,711	11	5,512	15	94.7	15	120.2	15	14.66	2	16	3	76
Winchester	22,970	15	121,868	15	377,913	15	8,983	15	112.1	15	142.4	15	11.54	4	13	3	97

Concord, MA  
Top Comparables - Total Comparability Points of 80 or Greater

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value (million)	Max Points	Tax Levy (million)	Max. Points	Total Budget (million)	Max. Points	State Aid (million)	Max. Points	Proximity (miles)	Max. Points	Total Points
Concord	18,491	15	152,245	15	385,820	15	6,827	15	100.8	15	120.2	15	5.84	5	0	5	100
Sudbury	18,934	15	120,466	15	271,042	15	5,198	15	96.0	15	112.8	15	6.75	5	8	5	100
Winchester	22,970	15	121,868	15	377,913	15	8,983	15	112.1	15	142.4	15	11.54	4	13	3	97
Westwood	16,266	15	123,062	15	320,554	15	5,079	15	86.6	15	103.4	15	8.02	5	23	1	96
Wayland	13,943	15	143,103	15	304,005	15	4,204	11	77.2	15	92.7	15	6.53	5	8	5	96
Belmont	27,295	15	97,965	11	360,538	15	9,664	15	111.7	15	140.9	15	12.48	3	11	3	92
Weston	11,851	11	333,105	7	570,849	15	6,816	15	87.3	15	102.7	15	4.45	5	8	5	88
Hopkinton	18,758	15	87,002	11	237,487	11	4,853	15	82.6	15	100.6	15	9.45	4	24	1	87
Burlington	26,377	15	53,983	3	307,110	15	7,950	15	129.8	15	162.0	15	10.32	4	10	5	87
Bedford	14,383	15	76,027	7	305,877	15	4,297	11	73.5	15	109.3	15	8.90	4	5	5	87
Acton	24,021	15	72,152	7	205,691	11	5,103	15	99.3	15	108.9	15	2.70	3	6	5	86
Dedham	25,364	15	60,879	7	231,176	11	6,085	15	97.1	15	122.8	15	9.96	4	21	1	83
Reading	25,518	15	68,897	7	227,975	11	6,200	15	82.4	15	111.1	15	14.82	2	17	3	83
Westford	24,643	15	66,152	7	209,433	11	5,466	15	88.1	15	118.9	15	20.27	0	10	5	83
Lynnfield	13,000	15	88,287	11	269,895	15	3,934	11	50.7	11	63.2	11	5.75	5	20	3	82
Wakefield	27,090	15	53,217	3	211,646	11	6,148	15	83.5	15	108.5	15	11.10	4	17	3	81
Wellesley	29,550	11	211,460	15	457,666	15	13,305	11	155.4	11	184.7	11	10.94	4	16	3	81
Needham	32,091	11	119,154	15	360,854	15	11,312	11	170.8	11	208.0	11	13.96	3	18	3	80
Andover	36,569	11	87,282	11	255,097	11	9,659	15	165.5	11	198.6	11	14.24	3	25	1	74
Chelmsford	36,392	11	56,760	3	180,014	7	6,814	15	111.9	15	148.5	15	17.82	2	12	5	73
Lexington	34,454	11	131,387	15	390,990	15	14,045	7	218.2	7	268.7	7	16.49	2	7	5	69
Municipal Light Plant Only																	
Hingham	24,284	15	127,975	15	327,057	15	8,044	15	93.0	15	123.9	15	10.14	4	40	0	94
Marblehead	20,441	15	94,092	11	340,458	15	7,251	15	76.3	15	97.6	15	8.27	5	32	0	91
Danvers	28,087	11	48,406	0	204,666	11	6,018	15	86.9	15	117.2	15	11.01	4	28	1	72
Ipswich	13,785	15	68,857	7	235,517	11	3,443	11	44.3	11	58.6	7	6.06	5	38	0	67
Mansfield	23,860	15	53,922	3	179,993	7	4,526	11	72.4	15	107.6	15	21.92	0	40	0	66
Shrewsbury	38,325	7	59,686	3	177,909	7	6,984	15	98.5	15	156.4	15	26.54	0	32	0	62
Groton	11,315	11	68,993	7	179,691	7	2,110	0	36.3	3	44.7	3	1.01	0	19	3	34
Water Only																	
Lincoln	7,014	3	156,203	15	331,302	15	2,342	3	35.5	3	44.78	3	2.42	3	4	5	50
Littleton	10,141	11	58,520	3	219,516	11	2,278	3	45.2	7	58.8	7	5.61	5	12	3	50

# APPENDIX C

Assistant Town Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		148,825	194,183	
Andover	ATM/Town Clerk			158,000
Bedford		101,788	142,508	
Belmont	ATM/Finance Director	115,268	164,266	
Burlington	Stipend of \$29578 for Yr1 to \$35491 for Yr3			
Chelmsford		110,552	132,120	
Dedham		115,419	150,595	
Hopkinton				
Lexington		120,694	152,042	
Lynnfield	Assistant Town Administrator			97,662
Needham	ATM/Director of Finance or Director of Ops	116,283	162,796	
Reading		108,791	140,732	
Sudbury	Asst. Town Manager/HR Director	107,335	141,187	
Wakefield				
Wayland	ATM/Procurement	85,377	110,266	
Wellesley	Assistant Executive Director	89,100	137,300	
Westford		113,911	142,388	
Weston	ATM/HR Director	121,237	163,669	
Westwood	ATM/Fin Dtr. and ATM/HR Director	116,458	145,441	
Winchester		98,831	149,818	
Concord		109,509	165,187	
Range Data				
Average		111,324.59	148,620.78	127,831.00
50th Percentile		113,911.00	145,441.00	127,831.00
60th Percentile		115,328.43	150,128.85	133,864.80
65th Percentile		115,505.06	150,739.81	136,881.70
75th Percentile		116,370.50	157,419.00	142,915.50
85th Percentile		120,270.40	163,581.70	148,949.30
95th Percentile		129,513.40	173,241.39	154,983.10

Administrative Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover				
Bedford	Special Assistant to the Town Manager			
Belmont				
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington	Administrative Manager (Recreation)	64,566	93,181	
Lynnfield				
Needham				
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley	Project & Communications Manager	59,900	90,900	
Westford				
Weston	Assistant to the Town Manager/PIC	75,280	101,627	
Westwood	Assistant to the Town Administrator	76,047	94,972	
Winchester				
Concord		57,407	86,590	
Range Data				
Average		68,948.25	95,170.00	
50th Percentile		69,923.00	94,076.50	
60th Percentile		73,137.20	94,613.80	
65th Percentile		74,744.30	94,882.45	
75th Percentile		75,471.75	96,635.75	
85th Percentile		75,701.85	98,632.25	
95th Percentile		75,931.95	100,628.75	

Executive Assistant to the Town Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		56,258	73,405	
Andover	Confidential Executive Secretary-TMO			84,221
Bedford	Administrative Assistant II	60,544	78,703	
Belmont	Admin. Assistant-Town Administrator/BOS	55,283	79,050	
Burlington				
Chelmsford				
Dedham	Administrative Assistant to the BOS	59,993	78,277	
Hopkinton				
Lexington				
Lynnfield				
Needham				
Reading		67,548	87,380	
Sudbury	Sr. Admin. Asst. to Town Manager	64,052	84,242	
Wakefield				
Wayland		55,220	72,049	
Wellesley				
Westford				
Weston				
Westwood				
Winchester				
Concord	Hourly rate annualized to 40 hrs/wk	58,926	82,763	
Range Data				
Average		59,842.41	79,015.11	84,221.00
50th Percentile		59,992.62	78,702.98	84,221.00
60th Percentile		60,323.24	78,911.20	84,221.00
65th Percentile		60,488.55	79,015.32	84,221.00
75th Percentile		62,297.83	81,646.01	84,221.00
85th Percentile		64,401.60	84,555.80	84,221.00
95th Percentile		66,499.20	86,438.60	84,221.00



Human Resources Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		104,115	144,119	
Andover				135,660
Bedford				
Belmont		107,697	153,517	
Burlington		85,725	115,533	
Chelmsford		88,032	109,940	
Dedham		106,377	138,797	
Hopkinton				
Lexington		100,975	127,200	
Lynnfield				
Needham		105,712	147,996	
Reading		81,725	105,729	
Sudbury	In ATM Position			
Wakefield				
Wayland				
Wellesley		95,300	146,700	
Westford		104,016	131,665	
Weston	In ATM Position			
Westwood	In ATM Position			
Winchester		83,185	123,852	
Concord		98,293	148,269	
Range Data				
Average		96,623.50	131,368.02	135,660.00
50th Percentile		100,975.00	131,665.00	135,660.00
60th Percentile		104,016.00	138,797.35	135,660.00
65th Percentile		104,065.50	141,458.18	135,660.00
75th Percentile		104,913.50	145,409.50	135,660.00
85th Percentile		106,044.31	147,348.00	135,660.00
95th Percentile		107,036.97	150,756.51	135,660.00

Assistant Human Resources Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover				
Bedford				
Belmont		72,610	103,692	
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham		72,131	100,971	
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley		64,200	111,400	
Westford				
Weston				
Westwood				
Winchester				
Concord		67,736	102,178	
Range Data				
Average		69,646.69	105,354.21	
50th Percentile		72,130.50	103,691.63	
60th Percentile		72,226.31	105,233.30	
65th Percentile		72,274.22	106,004.14	
75th Percentile		72,370.04	107,545.82	
85th Percentile		72,465.85	109,087.49	
95th Percentile		72,561.66	110,629.16	

Human Resources Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Human Resource Officer	56,258	73,405	
Andover				
Bedford				
Belmont	Human Resources Coordinator	57,758	82,602	
Burlington	Human Resources Coordinator	57,675	77,730	
Chelmsford				
Dedham	Human Resources Generalist	59,993	78,277	
Hopkinton				
Lexington	Human Resource Associate	58,715	84,706	
Lynnfield				
Needham		57,057	77,045	
Reading	Human Resources Generalist	53,928	70,925	
Sudbury				
Wakefield				
Wayland		46,218	60,302	
Wellesley	Human Resources Specialist	48,600	73,200	
Westford				
Weston				
Westwood	Human Resources Generalist	64,008	79,938	
Winchester				
Concord	Hourly rate annualized to 40 hrs/wk	56,971	79,955	
Range Data				
Average		56,020.99	75,812.87	
50th Percentile		57,365.98	77,387.14	
60th Percentile		57,708.22	77,948.57	
65th Percentile		57,745.64	78,194.71	
75th Percentile		58,475.78	79,522.69	
85th Percentile		59,545.45	81,669.41	
95th Percentile		62,201.18	83,759.07	

Town Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		91,366	119,211	
Andover				
Bedford		77,676	104,868	
Belmont				
Burlington		73,474	99,023	
Chelmsford		88,032	109,940	
Dedham		90,362	117,902	
Hopkinton				
Lexington		89,343	115,075	
Lynnfield				78,812
Needham				113,953
Reading		74,315	96,116	
Sudbury	Also rec. stipend of \$782 as Reg. of Vote	73,427	92,968	
Wakefield				
Wayland		88,128	114,985	
Wellesley				104,550
Westford		79,362	107,245	
Weston		82,807	111,789	
Westwood				
Winchester		83,185	123,852	
Concord		77,894	117,497	
Range Data				
Average		82,623.10	109,414.48	99,105.07
50th Percentile		82,996.00	110,864.50	104,550.00
60th Percentile		86,093.20	113,706.60	106,430.60
65th Percentile		88,046.40	114,998.50	107,370.90
75th Percentile		88,431.75	115,781.79	109,251.50
85th Percentile		89,699.71	118,360.24	111,132.10
95th Percentile		90,813.89	121,299.45	113,012.70

Assistant Town Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Deputy Town Clerk	78,925	102,979	
Andover		69,351	88,168	
Bedford		60,544	78,703	
Belmont		69,413	99,152	
Burlington	Stipend of \$2000/yr			
Chelmsford		65,457	81,747	
Dedham		65,242	86,365	
Hopkinton				
Lexington		63,300	86,668	
Lynnfield				52,711
Needham		59,904	80,906	
Reading		61,406	79,443	
Sudbury		53,928	70,925	
Wakefield				
Wayland		48,114	63,467	
Wellesley		48,600	73,200	
Westford				
Weston				
Westwood		57,920	67,819	
Winchester		70,016	104,239	
Concord		67,736	102,178	
Range Data				
Average		62,294.17	83,127.25	52,710.84
50th Percentile		62,352.80	81,326.25	52,710.84
60th Percentile		64,853.36	85,441.59	52,710.84
65th Percentile		65,338.64	86,501.66	52,710.84
75th Percentile		68,377.42	87,793.27	52,710.84
85th Percentile		69,442.94	99,343.54	52,710.84
95th Percentile		73,134.15	103,420.00	52,710.84

Information Systems Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Information Technology Technician	78,925	102,979	
Andover	Technical Specialist I-II	59,413	81,665	
Bedford	Technical Support Specialist	71,927	95,309	
Belmont	Systems Administrator	57,758	82,602	
Burlington	Network/Repair Technician	52,935	71,341	
Chelmsford				
Dedham	Information Tech. Support Specialist	59,993	78,277	
Hopkinton				
Lexington	Systems & Applications Administrator	63,300	86,668	
Lynnfield				
Needham	Technology Support Technician	59,904	80,906	
Reading	Senior Computer Technician	67,548	87,380	
Sudbury	Technical & Network Specialist	64,052	84,242	
Wakefield				
Wayland	Desktop Support Analyst	66,575	86,863	
Wellesley	Desktop Technician	61,623	92,927	
Westford				
Weston	Systems Administrator	60,392	81,510	
Westwood	Computer Systems Analyst	69,770	87,131	
Winchester				
Concord		57,407	86,590	
Range Data				
Average		63,865.27	85,699.93	
50th Percentile		62,461.30	85,455.20	
60th Percentile		63,901.52	86,824.08	
65th Percentile		65,187.35	86,983.60	
75th Percentile		67,304.75	87,317.75	
85th Percentile		69,877.87	93,045.62	
95th Percentile		74,376.57	97,993.40	

GIS Technician/Analyst				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	GIS Specialist	78,925	102,979	
Andover	Application Specialist GIS	74,881	95,320	
Bedford	GIS Analyst	71,927	95,309	
Belmont	GIS and Database Administrator	66,112	94,429	
Burlington				
Chelmsford				
Dedham	GIS Technician	59,993	78,277	
Hopkinton				
Lexington	GIS Database Administrator	64,566	88,436	
Lynnfield	GIS Field Inspector			71,400
Needham	GIS/Database Administrator	62,907	84,942	
Reading	GIS Administrator	74,315	96,116	
Sudbury				
Wakefield				
Wayland	GIS Analyst	73,015	96,125	
Wellesley	GIS Administrator	64,900	97,300	
Westford				
Weston				
Westwood	Geographic Information Specialist	69,770	87,131	
Winchester				
Concord		57,407	86,590	
Range Data				
Average		69,210.17	92,396.65	71,400.00
50th Percentile		69,770.00	95,308.85	71,400.00
60th Percentile		71,927.42	95,319.74	71,400.00
65th Percentile		72,471.21	95,717.87	71,400.00
75th Percentile		73,665.00	96,120.50	71,400.00
85th Percentile		74,598.19	96,712.50	71,400.00
95th Percentile		76,903.19	100,139.50	71,400.00

Chief Financial Officer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Finance Director	134,989	176,130	
Andover				158,000
Bedford	Finance Director/Town Accountant	107,902	151,063	
Belmont	ATM/Director of Finance	115,268	164,266	
Burlington				
Chelmsford	Finance Director	124,499	151,705	
Dedham				145,000
Hopkinton				
Lexington				
Lynnfield				
Needham	ATM/Director of Finance	116,283	162,796	
Reading	Town Accountant/Finance Director	98,885	127,940	
Sudbury	Finance Director	107,335	141,187	
Wakefield				
Wayland	Finance Director/Town Accountant	106,244	139,016	
Wellesley	Finance Director. Contract	117,400	181,600	170,154
Westford	Finance Director	122,981	153,726	
Weston	Finance Director	110,215	148,789	
Westwood	ATM/Director of Finance	116,458	145,441	
Winchester				
Concord		120,016	181,040	
Range Data				
Average		114,871.57	153,638.25	157,718.00
50th Percentile		115,775.66	151,383.81	158,000.00
60th Percentile		116,388.00	152,917.60	160,430.80
65th Percentile		116,599.30	155,086.50	161,646.20
75th Percentile		118,795.25	163,163.61	164,077.00
85th Percentile		123,512.30	168,418.67	166,507.80
95th Percentile		129,219.50	178,591.50	168,938.60



Town Accountant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		105,767	138,002	
Andover				127,774
Bedford				
Belmont		88,287	125,953	
Burlington	FY22 rate	92,435	124,577	
Chelmsford		110,552	132,120	
Dedham		90,362	117,902	
Hopkinton				
Lexington		94,996	122,661	
Lynnfield	Assistant Finance Director/Town Accountant			129,924
Needham		87,365	122,311	
Reading				
Sudbury		90,362	118,858	
Wakefield				
Wayland				
Wellesley				
Westford		90,490	122,284	
Weston				
Westwood		92,840	115,944	
Winchester				
Concord		90,448	136,432	
Range Data				
Average		94,345.64	124,061.24	128,849.00
50th Percentile		91,462.69	122,486.00	128,849.00
60th Percentile		92,597.23	123,427.46	129,064.00
65th Percentile		92,779.31	124,289.72	129,171.50
75th Percentile		94,457.00	125,609.16	129,386.50
85th Percentile		101,997.15	129,961.61	129,601.50
95th Percentile		108,398.75	135,355.10	129,816.50

Deputy Treasurer/Collector				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Assistant Treasurer/Tax Collector	91,366	119,211	
Andover	Collector/Treasurer			127,774
Bedford	Treasurer/Collector	77,676	104,868	
Belmont				
Burlington	Treasurer/Collector. FY22 rate	92,435	124,577	
Chelmsford				
Dedham		90,362	117,902	
Hopkinton				
Lexington	Treasurer/Collector	94,996	122,661	
Lynnfield	Treasurer/Collector			98,354
Needham	Town Treasurer & Tax Collector	87,365	122,311	
Reading	Treasurer/Assistant Finance Director	81,725	105,729	
Sudbury	Treasurer/Collector	91,189	111,421	
Wakefield				
Wayland	Treasurer/Collector	86,679	114,129	
Wellesley	Treasurer/Collector	95,300	146,700	
Westford	Treasurer/Collector	90,490	122,284	
Weston	Treasurer/Collector	91,087	122,968	
Westwood	Assistant Town Treasurer	92,840	115,944	
Winchester	Treasurer/Collector	83,185	123,852	
Concord		77,894	117,497	
Range Data				
Average		89,049.65	119,611.20	113,064.00
50th Percentile		90,788.50	120,747.50	113,064.00
60th Percentile		91,168.60	122,305.60	116,006.00
65th Percentile		91,268.65	122,468.50	117,477.00
75th Percentile		92,168.04	122,891.25	120,419.00
85th Percentile		92,947.80	123,888.26	123,361.00
95th Percentile		95,102.40	132,320.14	126,303.00

Assistant Treasurer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Assistant Treasurer/Collector	74,881	95,320	
Bedford				
Belmont	Assistant Treasurer/Collector	74,692	89,962	
Burlington				
Chelmsford	Assistant Treasurer	75,910	94,801	
Dedham	Assistant Treasurer/Collector	65,242	86,365	
Hopkinton				
Lexington				
Lynnfield	Assistant Treasurer/Collector			59,291
Needham	Assistant Treasurer/Collector	68,699	96,174	
Reading	Assistant Treasurer	61,406	79,443	
Sudbury	Assistant Treasurer/Collector	53,928	70,925	
Wakefield				
Wayland	Assistant Treasurer/Collector	48,114	63,467	
Wellesley	Assistant Treasurer/Collector	59,900	90,900	
Westford				
Weston	Assistant Treasurer/Collector	60,392	81,510	
Westwood				
Winchester		70,016	104,239	
Concord		67,736	102,178	
Range Data				
Average		64,834.47	86,645.97	59,291.00
50th Percentile		65,241.80	89,961.66	59,291.00
60th Percentile		68,698.50	90,900.00	59,291.00
65th Percentile		69,357.25	92,850.50	59,291.00
75th Percentile		72,353.99	95,060.37	59,291.00
85th Percentile		74,786.68	95,746.87	59,291.00
95th Percentile		75,395.69	100,206.50	59,291.00

Budget Analyst				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Finance Analyst	68,178	88,957	
Andover				
Bedford				
Belmont		69,413	99,152	
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington	Budget Officer	64,566	93,181	
Lynnfield				
Needham				
Reading				
Sudbury	Financial Analyst	64,052	84,242	
Wakefield				
Wayland				
Wellesley	Finance & Budget Analyst	59,900	90,900	
Westford	Asst. Town Acct./Finance & Budget Analyst	71,318	96,376	
Weston	Purchasing Agent/Financial Analyst	60,392	81,510	
Westwood	Financial Analyst	69,770	87,131	
Winchester				
Concord		57,407	86,590	
Range Data				
Average		65,948.54	90,181.15	
50th Percentile		66,372.00	89,928.50	
60th Percentile		68,424.96	91,356.20	
65th Percentile		68,857.13	92,154.55	
75th Percentile		69,502.09	93,979.75	
85th Percentile		69,752.14	96,216.25	
95th Percentile		70,776.20	98,180.53	

Finance Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover				
Bedford				
Belmont				
Burlington				
Chelmsford	Payroll Administrator	75,910	94,801	
Dedham	Benefits Coordinator	53,854	71,290	
Hopkinton				
Lexington	Benefits Coordinator	60,508	87,326	
Lynnfield	Payroll & Benefits Administrator			76,500
Needham	Benefits Administrator	59,904	80,906	
Reading	Benefits Coordinator	55,829	72,228	
Sudbury	Benefits Coordinator	49,481	65,080	
Wakefield				
Wayland	Finance Assistant - Payroll	48,114	63,467	
Wellesley	Benefits Coordinator	56,100	85,100	
Westford	Benefits Coordinator	61,926	84,874	
Weston	Benefits Coordinator	60,392	81,510	
Westwood	Benefits Administrator	53,131	62,197	
Winchester	Benefits Coordinator	61,435	89,583	
Concord	Hourly rate annualized to 40 hrs/wk	58,926	82,763	
Range Data				
Average		58,048.58	78,196.82	76,500.00
50th Percentile		58,002.00	81,207.75	76,500.00
60th Percentile		60,196.50	83,528.40	76,500.00
65th Percentile		60,408.98	84,907.90	76,500.00
75th Percentile		60,739.75	85,656.50	76,500.00
85th Percentile		61,606.85	88,115.95	76,500.00
95th Percentile		68,218.80	91,931.10	76,500.00

Treasury Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Accounts Payable Coordinator	56,258	73,405	
Andover	Accounts Payable Coordinator	55,048	70,085	
Bedford	Administration Assistant/Finance Asst.	55,046	71,562	
Belmont	Payroll Coordinator	55,723	67,084	
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington		59,277	81,227	
Lynnfield				
Needham				
Reading				
Sudbury	Accounting Assistant-A/P & Payroll	45,826	60,273	
Wakefield				
Wayland				
Wellesley	Accountant B - Payroll or A/P	49,486	61,662	
Westford				
Weston	Finance Assistant II	53,157	71,819	
Westwood	Accounting Coordinator	48,777	57,087	
Winchester	Accounts Payable Supervisor	53,075	77,485	
Concord	Hourly rate annualized to 40 hrs/wk	53,290	74,880	
Range Data				
Average		53,167.42	69,168.73	
50th Percentile		54,101.47	70,823.52	
60th Percentile		55,046.91	71,664.61	
65th Percentile		55,048.01	71,780.03	
75th Percentile		55,554.49	73,008.38	
85th Percentile		56,070.82	76,057.00	
95th Percentile		57,918.67	79,542.88	

Collections Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Clerk (Collectors)	53,579	69,909	
Andover				
Bedford				
Belmont				
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham				
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley	Sr. Accting Clerk for Parking & Collections	48,600	73,200	
Westford				
Weston				
Westwood				
Winchester				
Concord	Hourly rate annualized to 40 hrs/wk	53,290	74,942	
Range Data				
Average		51,089.50	71,554.50	
50th Percentile		51,089.50	71,554.50	
60th Percentile		51,587.40	71,883.60	
65th Percentile		51,836.35	72,048.15	
75th Percentile		52,334.25	72,377.25	
85th Percentile		52,832.15	72,706.35	
95th Percentile		53,330.05	73,035.45	

Senior Account Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Finance Clerk	53,579	69,909	
Andover	Accounting Asst.; Finance Coordinator	50,965	64,900	
Bedford				
Belmont	Clerk II - Excise	44,356	53,374	
Burlington				
Chelmsford	Principal Clerk (Accting, Treas. or Coll.)	51,916	64,836	
Dedham	Sr. Accounting Clerk (Tax&Treas.; Accting	46,601	61,689	
Hopkinton				
Lexington	Financial Assistant	51,997	71,144	
Lynnfield				
Needham	Finance Assistant	53,762	72,599	
Reading				
Sudbury	Accounting Clerk	39,306	51,691	
Wakefield				
Wayland				
Wellesley				
Westford				
Weston				
Westwood	Accounting Specialist	44,708	52,374	
Winchester				
Concord	Hourly rate annualized to 40 hrs/wk	49,317	69,264	
Range Data				
Average		48,576.74	62,501.80	
50th Percentile		50,965.29	64,836.00	
60th Percentile		51,725.86	64,887.38	
65th Percentile		51,932.28	65,901.98	
75th Percentile		51,997.40	69,909.00	
85th Percentile		53,262.68	70,896.84	
95th Percentile		53,688.50	72,016.62	



Director of Planning & Land Management				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover				
Bedford				
Belmont	Director of Community Development	123,337	175,725	
Burlington				
Chelmsford	Community Development Director	98,166	117,318	
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham	Director of Planning & Comm. Developmen	96,102	134,542	
Reading	Community Development Director	81,725	105,729	
Sudbury	Director of Planning & Comm. Developmen	107,335	141,187	
Wakefield				
Wayland				
Wellesley				
Westford	Director of Land Use Management	113,911	142,388	
Weston				
Westwood		103,981	129,856	
Winchester	Planning & Community Development Dtr.	83,185	123,852	
Concord		98,293	148,269	
Range Data				
Average		100,967.71	133,824.57	
50th Percentile		101,073.50	132,199.00	
60th Percentile		104,651.80	135,871.00	
65th Percentile		105,825.70	138,196.75	
75th Percentile		108,979.00	141,487.25	
85th Percentile		113,582.20	142,327.95	
95th Percentile		120,037.69	164,056.76	

Town Planner				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Town Planner/ZEO	100,731	131,431	
Andover	Director of Planning			131,721
Bedford	Planning Director	83,881	113,241	
Belmont	Asst. Community Development Director	94,062	134,155	
Burlington	Director of Planning	85,725	115,533	
Chelmsford				
Dedham	Planning Director	90,362	117,902	
Hopkinton				
Lexington		94,996	122,661	
Lynnfield	Director of Planning/Conservation			85,748
Needham				
Reading				
Sudbury		91,189	111,421	
Wakefield				
Wayland		79,537	104,750	
Wellesley	Planning Director	78,100	119,700	
Westford				
Weston		100,195	135,263	
Westwood		82,894	103,522	
Winchester		76,313	113,623	
Concord		77,894	117,497	
Range Data				
Average		88,165.45	118,600.11	108,734.50
50th Percentile		88,043.37	116,717.49	108,734.50
60th Percentile		90,858.27	118,980.86	113,331.80
65th Percentile		91,620.01	120,144.15	115,630.45
75th Percentile		94,295.82	124,853.50	120,227.75
85th Percentile		96,815.65	132,384.32	124,825.05
95th Percentile		100,436.20	134,653.47	129,422.35

Senior Planner				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover		74,881	95,320	
Bedford				
Belmont		80,036	111,997	
Burlington		68,576	92,422	
Chelmsford				
Dedham		60,690	80,340	
Hopkinton				
Lexington	Assistant Planning Director	85,693	110,653	
Lynnfield				
Needham				
Reading		67,548	87,380	
Sudbury	Senior/Environmental Planner	69,804	91,810	
Wakefield				
Wayland				
Wellesley		64,200	97,400	
Westford				
Weston				
Westwood				
Winchester				
Concord		67,736	102,178	
Range Data				
Average		71,428.58	95,915.14	
50th Percentile		69,190.24	93,870.86	
60th Percentile		70,819.48	95,735.79	
65th Percentile		72,596.56	96,463.88	
75th Percentile		76,169.99	100,713.25	
85th Percentile		79,778.10	109,990.35	
95th Percentile		83,712.99	111,526.36	

Building Commissioner				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		91,366	119,211	
Andover				121,964
Bedford	Code Enforcement Dtr./Building Inspector	89,744	123,392	
Belmont				
Burlington	Inspector of Buildings	85,725	115,533	
Chelmsford		88,032	109,940	
Dedham		90,362	117,902	
Hopkinton				
Lexington		94,996	122,661	
Lynnfield				
Needham		87,365	122,311	
Reading		81,725	105,729	
Sudbury	Building Inspector	91,189	111,421	
Wakefield				
Wayland		86,679	114,129	
Wellesley	Inspector of Buildings	78,100	119,700	
Westford		90,490	122,284	
Weston	Building Inspector & Land Use Coordinator	100,195	135,263	
Westwood		82,894	103,522	
Winchester		83,185	123,852	
Concord		90,448	136,432	
Range Data				
Average		88,136.47	117,790.03	121,964.00
50th Percentile		88,032.00	119,211.00	121,964.00
60th Percentile		89,991.47	120,733.60	121,964.00
65th Percentile		90,374.95	122,286.70	121,964.00
75th Percentile		90,839.50	122,486.00	121,964.00
85th Percentile		91,348.30	123,319.31	121,964.00
95th Percentile		96,555.70	127,275.30	121,964.00

Local Inspector				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		75,391	98,369	
Andover		69,351	88,168	
Bedford	Local Building Inspector	71,927	95,309	
Belmont		74,692	89,962	
Burlington				
Chelmsford	Building Inspector	65,457	81,747	
Dedham	Assistant Building Inspector	70,135	92,843	
Hopkinton				
Lexington		63,300	86,668	
Lynnfield	Building Inspector			91,106
Needham	Local Building Inspector	59,904	80,906	
Reading				
Sudbury	Assistant Building Inspector	64,052	84,242	
Wakefield				
Wayland		66,804	87,967	
Wellesley	Local Building Inspector	56,100	85,100	
Westford		61,623	92,927	
Weston	Deputy Building Inspector	60,392	81,510	
Westwood	Assistant Building Inspector	64,008	79,938	
Winchester	Building Inspector	64,509	94,179	
Concord		67,736	102,178	
Range Data				
Average		65,843.00	87,988.91	91,106.00
50th Percentile		64,509.00	87,967.00	91,106.00
60th Percentile		65,995.80	88,885.60	91,106.00
65th Percentile		67,058.69	90,249.76	91,106.00
75th Percentile		69,742.95	92,884.56	91,106.00
85th Percentile		71,748.18	94,053.75	91,106.00
95th Percentile		74,901.81	96,226.87	91,106.00

Public Health Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		91,366	119,211	
Andover	Director of Health			121,964
Bedford	Health Director	83,881	113,241	
Belmont	Health Director	94,062	134,155	
Burlington	FY22 rate	85,725	115,533	
Chelmsford		110,552	132,120	
Dedham	Health Director	90,362	117,902	
Hopkinton				
Lexington		94,996	122,661	
Lynnfield	Board of Health Director			91,800
Needham				
Reading	Health Director	98,885	127,940	
Sudbury		87,233	110,449	
Wakefield				
Wayland	Health Director	86,679	114,129	
Wellesley		78,100	119,700	
Westford	Health Director	104,016	131,665	
Weston		100,195	135,263	
Westwood	Health Director	82,894	103,522	
Winchester		76,313	113,623	
Concord		77,894	117,497	
Range Data				
Average		91,017.29	120,740.89	106,882.00
50th Percentile		90,362.17	119,211.00	106,882.00
60th Percentile		92,444.57	120,884.40	109,898.40
65th Percentile		94,155.78	123,188.90	111,406.60
75th Percentile		96,940.50	129,802.50	114,423.00
85th Percentile		100,064.00	132,074.50	117,439.40
95th Percentile		105,976.80	134,487.24	120,455.80

Public Health Inspector				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		68,383	89,223	
Andover		69,351	88,168	
Bedford	Health Agent	65,995	87,439	
Belmont	Sanitarian	55,283	79,050	
Burlington				
Chelmsford	Health Inspector	65,457	81,747	
Dedham	Health Inspector	65,242	86,365	
Hopkinton				
Lexington	Health Agent	63,300	86,668	
Lynnfield				
Needham	Environmental Health Agent	62,907	84,942	
Reading	Health Inspector	55,829	72,228	
Sudbury		58,775	77,298	
Wakefield				
Wayland	Sanitarian/Health Agent	66,804	87,967	
Wellesley	Environmental Health Specialist	56,100	85,100	
Westford				
Weston	Health Agent	60,392	81,510	
Westwood	Sanitarian/Food Inspector	58,724	73,338	
Winchester		64,509	94,179	
Concord		57,407	86,590	
Range Data				
Average		62,469.98	83,681.55	
50th Percentile		63,299.60	85,100.00	
60th Percentile		64,802.12	86,486.50	
65th Percentile		65,263.32	86,745.48	
75th Percentile		65,726.21	87,703.09	
85th Percentile		66,723.14	88,148.10	
95th Percentile		68,673.09	90,709.91	

Library Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		95,934	125,172	
Andover				134,701
Bedford		89,744	123,392	
Belmont		100,643	143,499	
Burlington		85,725	115,533	
Chelmsford		110,552	132,120	
Dedham				107,040
Hopkinton				
Lexington		107,418	135,316	
Lynnfield				100,000
Needham	Director of Public Library	105,712	147,996	
Reading		98,885	127,940	
Sudbury		95,086	120,391	
Wakefield				
Wayland		88,128	114,985	
Wellesley		95,300	146,700	
Westford		104,016	131,665	
Weston		110,215	148,789	
Westwood		92,840	115,944	
Winchester		83,185	123,852	
Concord		98,293	148,271	
Range Data				
Average		97,558.88	130,219.64	113,913.50
50th Percentile		95,934.00	127,940.00	107,039.50
60th Percentile		99,588.30	131,847.00	112,571.80
65th Percentile		100,980.52	132,439.60	115,337.95
75th Percentile		104,864.00	139,407.67	120,870.25
85th Percentile		107,247.40	146,379.93	126,402.55
95th Percentile		110,316.10	148,233.90	131,934.85



Recreation Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		87,015	113,535	
Andover				94,406
Bedford		77,676	104,868	
Belmont		80,036	111,997	
Burlington	Director of Parks & Recreation	78,618	105,955	
Chelmsford				
Dedham	Parks & Recreation Director	83,283	108,666	
Hopkinton				
Lexington	Recreation & Community Programs Dir.	107,418	135,316	
Lynnfield				
Needham	Director of Park & Recreation	87,365	122,311	
Reading	Recreation Administrator	67,548	87,380	
Sudbury	Park & Recreation Director	91,189	111,421	
Wakefield				
Wayland		73,097	95,377	
Wellesley		78,100	119,700	
Westford		90,490	122,284	
Weston		110,215	148,789	
Westwood		82,894	103,522	
Winchester		76,313	113,623	
Concord		90,448	136,434	
Range Data				
Average		84,750.41	113,649.50	94,406.00
50th Percentile		82,894.00	111,996.63	94,406.00
60th Percentile		84,775.87	113,570.20	94,406.00
65th Percentile		87,050.00	114,230.70	94,406.00
75th Percentile		88,927.50	120,992.00	94,406.00
85th Percentile		91,119.10	122,308.30	94,406.00
95th Percentile		108,257.10	139,357.90	94,406.00

Recreation Supervisor				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Recreation Coordinator	64,231	81,665	
Bedford	Recreation Program Coordinator	71,927	95,309	
Belmont	Recreation Program Coordinator	63,289	76,209	
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington		64,566	88,436	
Lynnfield				
Needham		66,066	89,193	
Reading				
Sudbury	Program Coordinator - P & R	45,826	60,273	
Wakefield				
Wayland	Recreation Program Coordinator	57,333	75,447	
Wellesley	Program Coordinator	51,000	77,000	
Westford				
Weston	Program Coordinator - Recreation	65,228	88,043	
Westwood	Recreation Program Manager	53,873	67,282	
Winchester	Recreation Coordinator	61,435	89,583	
Concord		50,869	76,734	
Range Data				
Average		60,433.99	80,767.22	
50th Percentile		63,289.20	81,665.32	
60th Percentile		64,230.74	88,042.50	
65th Percentile		64,398.37	88,239.25	
75th Percentile		64,896.75	88,814.50	
85th Percentile		65,646.75	89,388.00	
95th Percentile		68,996.71	92,445.93	

Senior Services Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	COA Director	91,366	119,211	
Andover	Director of Elder Services			94,406
Bedford	COA Director	77,676	104,868	
Belmont	COA Director	88,287	125,953	
Burlington	Council on Aging Director. FY22 rate	73,474	99,023	
Chelmsford	COA Human Services Director	88,032	109,940	
Dedham	COA Director	83,283	108,666	
Hopkinton				
Lexington				
Lynnfield				
Needham	Director of Aging Services	96,102	134,542	
Reading	Elder/Human Services Administrator	67,548	87,380	
Sudbury	Senior Center Director	80,030	101,332	
Wakefield				
Wayland	COA Director	76,277	100,427	
Wellesley		78,100	119,700	
Westford	Director of Elder Services	79,362	107,245	
Weston	COA Director	91,087	122,968	
Westwood	COA Director	82,894	103,522	
Winchester	Director, COA	76,313	113,623	
Concord		77,894	117,499	
Range Data				
Average		81,988.73	110,559.96	94,406.00
50th Percentile		80,030.00	108,665.57	94,406.00
60th Percentile		83,049.64	111,413.20	94,406.00
65th Percentile		83,758.00	114,181.80	94,406.00
75th Percentile		88,159.42	119,455.50	94,406.00
85th Percentile		90,806.98	122,641.20	94,406.00
95th Percentile		92,786.80	128,529.81	94,406.00

Outreach Coordinator - Senior Services				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	COA Outreach Coordinator	68,178	88,957	
Andover	Outreach Worker	69,351	88,168	
Bedford				
Belmont				
Burlington				
Chelmsford				
Dedham	Outreach Coordinator - COA	53,854	71,290	
Hopkinton				
Lexington	Senior Services Coordinator	59,277	81,227	
Lynnfield				
Needham				
Reading				
Sudbury	COA Outreach/Info. & Ref. Specialist	45,826	60,273	
Wakefield				
Wayland		46,218	60,302	
Wellesley				
Westford	Elder Outreach Coordinator	45,611	61,637	
Weston				
Westwood	COA Outreach Counselor	58,724	73,338	
Winchester				
Concord	Hourly rate annualized to 40 hrs/wk	49,275	74,984	
Range Data				
Average		55,879.89	73,148.97	
50th Percentile		56,288.92	72,313.96	
60th Percentile		58,834.92	74,915.72	
65th Percentile		59,028.51	77,676.73	
75th Percentile		61,502.55	82,962.01	
85th Percentile		67,732.97	87,821.14	
95th Percentile		68,940.38	88,680.93	

Van Driver - Senior Services				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Meals Wheels Driver. Based on 36.25/wk	37,441	47,617	
Bedford				
Belmont	Driver	40,557	48,836	
Burlington	Passenger Van Driver. Based on 37.5/wk	34,418	43,427	
Chelmsford				
Dedham	Based on 37.5 hrs/wk	43,350	57,386	
Hopkinton				
Lexington				
Lynnfield				
Needham				
Reading		41,945	54,269	
Sudbury	Van Driver (FT)	33,719	44,335	
Wakefield				
Wayland				
Wellesley	Bus Driver. Hrly annualized to 40 hrs/wk	40,893	50,981	
Westford	COA Van Driver. Hrly annualized to 40/wk	35,360	43,680	
Weston	COA Driver	48,282	65,169	
Westwood	COA Van Driver/Custodian. Based on 40 h	45,345	56,629	
Winchester				
Concord	Hourly rate annualized to 40 hrs/wk	38,563	53,560	
Range Data				
Average		40,130.87	51,232.81	
50th Percentile		40,724.74	49,908.56	
60th Percentile		41,313.68	52,296.08	
65th Percentile		41,787.17	53,775.77	
75th Percentile		42,998.80	56,039.00	
85th Percentile		44,646.77	57,120.82	
95th Percentile		46,960.35	61,666.49	

Police Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		127,545	176,552	
Andover				205,544
Bedford		113,310	161,465	
Belmont		123,337	175,725	
Burlington		105,839	142,642	
Chelmsford	Contract	110,552	132,120	156,060
Dedham				
Hopkinton				
Lexington		120,694	152,042	
Lynnfield				170,000
Needham	Contract			178,058
Reading		108,791	140,732	
Sudbury		107,335	141,187	
Wakefield				
Wayland		116,658	152,215	
Wellesley		95,300	146,700	
Westford		142,210	167,306	
Weston		121,237	163,669	
Westwood		116,458	145,441	
Winchester		107,726	160,389	
Concord		109,509	165,189	
Range Data				
Average		115,499.41	154,156.07	177,415.50
50th Percentile		114,883.75	152,128.50	174,029.00
60th Percentile		116,618.00	158,754.20	176,446.40
65th Percentile		118,474.20	160,873.22	177,655.10
75th Percentile		121,101.25	163,118.01	184,929.50
85th Percentile		123,547.11	167,726.93	193,175.30
95th Percentile		132,677.91	176,014.31	201,421.10

Police Captain				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover				
Bedford				
Belmont		104,355	117,677	
Burlington		117,856	124,997	
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham				
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley				
Westford	Base range w/o Ed. Inc.	106,958	116,726	
Weston				109,980
Westwood				
Winchester				
Concord		90,448	136,434	
Range Data				
Average		109,722.81	119,799.92	109,980.00
50th Percentile		106,958.00	117,677.04	109,980.00
60th Percentile		109,137.56	119,140.98	109,980.00
65th Percentile		110,227.34	119,872.95	109,980.00
75th Percentile		112,406.90	121,336.89	109,980.00
85th Percentile		114,586.45	122,800.82	109,980.00
95th Percentile		116,766.01	124,264.76	109,980.00

Police Lieutenant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover		97,323	100,602	
Bedford		87,822	95,760	
Belmont		89,269	100,676	
Burlington		98,213	104,164	
Chelmsford		88,032	109,940	
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham		129,341	144,517	
Reading	Day Shift. Night: \$113234-\$127410	106,825	120,198	
Sudbury		95,086	120,391	
Wakefield		101,420	121,700	
Wayland		85,377	110,266	
Wellesley				117,960
Westford		92,864	101,379	
Weston				104,849
Westwood		92,840	115,944	
Winchester		92,179	104,590	
Concord		77,894	117,499	
Range Data				
Average		96,660.93	111,548.26	111,404.46
50th Percentile		92,864.00	109,940.00	111,404.46
60th Percentile		95,533.48	111,401.60	112,715.55
65th Percentile		96,875.94	114,808.40	113,371.10
75th Percentile		98,213.16	120,198.00	114,682.19
85th Percentile		102,501.22	120,652.86	115,993.28
95th Percentile		115,831.40	130,826.97	117,304.37



Management Analyst				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover				76,500
Bedford				
Belmont				
Burlington				
Chelmsford				
Dedham		70,745	92,307	
Hopkinton				
Lexington		63,300	86,668	
Lynnfield				
Needham		66,066	89,193	
Reading				
Sudbury	MA-DPW	76,076	100,061	
Wakefield				
Wayland		60,632	79,111	
Wellesley		59,900	90,900	
Westford				
Weston				
Westwood				
Winchester				
Concord		67,736	102,178	
Range Data				
Average		66,119.81	89,706.66	76,500.00
50th Percentile		64,682.80	90,046.50	76,500.00
60th Percentile		66,066.00	90,900.00	76,500.00
65th Percentile		67,235.82	91,251.64	76,500.00
75th Percentile		69,575.46	91,954.91	76,500.00
85th Percentile		72,077.96	94,245.16	76,500.00
95th Percentile		74,743.32	98,122.39	76,500.00

Senior Administrative Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Office Manager	56,258	73,405	
Andover	Office Coordinator; Office Administrator	55,048	81,665	
Bedford	Administrative Assistant II	60,544	78,703	
Belmont	Administrative Coordinator	57,758	82,602	
Burlington				
Chelmsford				
Dedham	Office Manager	53,854	71,290	
Hopkinton				
Lexington	Office Manager	60,508	87,326	
Lynnfield				
Needham	Administrative Specialist	57,057	77,045	
Reading	Administrative Specialist	55,829	72,228	
Sudbury	Office Supervisor	49,481	65,080	
Wakefield	Office Administrator	60,606	73,091	
Wayland				
Wellesley	Executive Assistant	51,000	77,000	
Westford				
Weston	Office Manager or Executive Assistant	55,868	75,407	
Westwood	Office Coordinator or Office Manager	57,920	67,819	
Winchester	Administrative Coordinator	58,513	85,201	
Concord	Hourly rate annualized to 40 hrs/wk	56,971	79,955	
Range Data				
Average		56,445.92	76,275.78	
50th Percentile		56,657.50	76,203.25	
60th Percentile		57,617.90	77,035.60	
65th Percentile		57,830.82	77,790.82	
75th Percentile		58,364.67	80,924.74	
85th Percentile		60,509.78	82,731.67	
95th Percentile		60,565.47	85,944.75	

Administrative Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		53,579	69,909	
Andover	Executive Secretary	55,048	70,085	
Bedford		55,046	71,562	
Belmont	Administrative Assistant I-III	37,542	74,058	
Burlington				
Chelmsford	Departmental Assistant	51,916	64,836	
Dedham		50,096	66,316	
Hopkinton				
Lexington		51,997	75,002	
Lynnfield	Administrative Assistant (Coll. Office)			53,695
Needham		48,887	66,008	
Reading		46,137	59,690	
Sudbury		45,826	60,273	
Wakefield	Principal Office Assistant	55,656	67,122	
Wayland		50,294	65,618	
Wellesley		45,600	69,500	
Westford		54,267	74,339	
Weston	Administrative Assistant I	50,681	68,406	
Westwood		48,777	57,087	
Winchester	Administrative Secretary III	53,073	77,484	
Concord	Hourly rate annualized to 40 hrs/wk	53,290	74,880	
Range Data				
Average		50,260.16	68,076.16	53,695.00
50th Percentile		50,680.50	68,406.00	53,695.00
60th Percentile		51,964.84	69,745.40	53,695.00
65th Percentile		52,427.64	69,979.41	53,695.00
75th Percentile		53,579.00	71,562.02	53,695.00
85th Percentile		54,734.36	74,226.62	53,695.00
95th Percentile		55,169.90	75,498.56	53,695.00

Senior Department Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Office Assistant III	50,965	64,900	
Bedford	Department Assistant II	45,101	57,510	
Belmont	Administrative Secretary	34,649	49,705	
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington	Department Assistant	48,940	70,580	
Lynnfield	Administrative Clerk (DPW)			41,714
Needham	Office Assistant	44,441	60,002	
Reading	Administrative Secretary	41,945	54,269	
Sudbury	Department Assistant	42,439	55,814	
Wakefield	Senior Office Assistant	52,107	60,843	
Wayland	Senior Clerk	42,053	54,869	
Wellesley	Office Assistant (range spans 3 grades)	45,591	61,662	
Westford				
Weston	Office Assistant	48,282	65,169	
Westwood	Office Assistant	44,708	52,374	
Winchester	Administrative Secretary I	45,506	66,444	
Concord	Hourly rate annualized to 40 hrs/wk	49,317	69,264	
Range Data				
Average		45,132.77	59,549.18	41,714.00
50th Percentile		45,100.80	60,001.50	41,714.00
60th Percentile		45,523.00	61,006.72	41,714.00
65th Percentile		45,574.00	61,497.88	41,714.00
75th Percentile		48,282.00	64,900.22	41,714.00
85th Percentile		49,344.90	65,424.00	41,714.00
95th Percentile		51,421.97	68,098.24	41,714.00

Public Works Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		116,608	152,147	
Andover				158,331
Bedford		113,310	161,465	
Belmont		123,337	175,725	
Burlington		105,839	142,642	
Chelmsford		134,989	176,130	
Dedham		125,229	163,396	
Hopkinton				
Lexington		120,694	152,042	
Lynnfield				140,764
Needham		116,283	162,796	
Reading		108,791	140,732	
Sudbury		107,335	141,187	
Wakefield				
Wayland		106,244	139,016	
Wellesley		117,400	181,600	
Westford		122,981	153,726	
Weston		121,237	163,669	
Westwood		116,458	145,441	
Winchester		107,726	160,389	
Concord		109,509	165,189	
Range Data				
Average		116,528.80	157,006.39	149,547.50
50th Percentile		116,533.00	157,057.50	149,547.50
60th Percentile		117,400.00	161,465.04	151,304.20
65th Percentile		119,870.50	162,463.26	152,182.55
75th Percentile		121,673.00	163,464.03	153,939.25
85th Percentile		123,247.76	172,710.67	155,695.95
95th Percentile		127,669.15	177,497.50	157,452.65

Highway & Grounds Superintendent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Operations Superintendent	91,366	119,211	
Andover	Superintendent, Highway	89,779	114,245	
Bedford	Highway Operations Manager	77,676	104,868	
Belmont				
Burlington				
Chelmsford	Highway Superintendent	110,552	132,120	
Dedham				
Hopkinton				
Lexington	Supt. of Highways & Supt. of Grounds	88,343	114,075	
Lynnfield				
Needham	Division Superintendent/Highway	87,365	122,311	
Reading				
Sudbury				
Wakefield				
Wayland	DPW Hwy/Parks/TS Superintendent	86,679	114,129	
Wellesley				
Westford	Operations Manager, Highway	79,362	107,245	
Weston	Supervisor - Highway & Stormwater	75,109	101,442	
Westwood	Asst. Director PW/Operations Manager	92,840	115,944	
Winchester				
Concord		90,448	136,434	
Range Data				
Average		87,907.02	114,558.93	
50th Percentile		87,854.00	114,187.00	
60th Percentile		88,917.29	114,924.60	
65th Percentile		89,563.37	115,689.15	
75th Percentile		90,969.18	118,394.25	
85th Percentile		92,324.10	121,226.00	
95th Percentile		102,581.60	127,705.95	

Town Engineer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton		91,366	119,211	
Andover		89,779	114,245	
Bedford	DPW Engineer	89,744	123,392	
Belmont				
Burlington		92,435	124,577	
Chelmsford	Town Engineer/Engineering Manager	110,552	132,120	
Dedham	Engineering Director	115,419	150,595	
Hopkinton				
Lexington		98,954	140,548	
Lynnfield				
Needham		96,102	134,542	
Reading		102,918	122,886	
Sudbury	Town Engineer	103,645	131,227	
Wakefield				
Wayland		98,043	110,266	
Wellesley		89,100	137,300	
Westford		104,016	131,665	
Weston		100,195	135,263	
Westwood		92,840	115,944	
Winchester		83,185	123,852	
Concord		90,448	136,434	
Range Data				
Average		97,393.34	127,977.13	
50th Percentile		97,072.50	127,902.07	
60th Percentile		98,954.00	131,665.00	
65th Percentile		99,884.75	132,006.25	
75th Percentile		103,100.05	134,722.25	
85th Percentile		103,923.25	136,790.75	
95th Percentile		111,768.66	143,059.78	

Assistant Town Engineer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover		80,887	102,902	
Bedford				
Belmont				
Burlington		78,618	105,955	
Chelmsford		88,032	109,940	
Dedham				
Hopkinton				
Lexington		88,343	114,075	
Lynnfield				
Needham		75,719	106,022	
Reading				
Sudbury		91,197	110,446	
Wakefield				
Wayland				
Wellesley		78,100	119,700	
Westford		90,490	122,284	
Weston				
Westwood				
Winchester		70,016	104,239	
Concord		77,894	117,499	
Range Data				
Average		82,377.94	110,618.09	
50th Percentile		80,887.39	109,940.00	
60th Percentile		86,603.08	110,345.06	
65th Percentile		88,094.20	111,172.06	
75th Percentile		88,343.00	114,075.00	
85th Percentile		90,060.60	118,575.00	
95th Percentile		90,914.20	121,250.40	



Public Works Engineer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Senior Civil Engineer	74,881	95,320	
Bedford	Civil/Environmental Engineer	71,927	95,309	
Belmont				
Burlington				
Chelmsford	Civil Project Engineer	75,910	94,801	
Dedham	Project Engineer	76,759	100,153	
Hopkinton				
Lexington	Sr. Civil Engineer	73,619	100,835	
Lynnfield				
Needham	Civil Engineer	62,907	84,942	
Reading	Sr. Civil Engineer	78,208	99,965	
Sudbury	Sr. Civil Engineer	77,537	93,897	
Wakefield				
Wayland				
Wellesley	Senior Civil Engineer	68,388	104,755	
Westford	Staff Engineer	71,318	96,376	
Weston	DPW Project/Civil Engineer	82,807	111,789	
Westwood				
Winchester				
Concord		72,416	109,239	
Range Data				
Average		74,023.72	98,012.83	
50th Percentile		74,881.38	96,376.00	
60th Percentile		75,910.00	99,964.80	
65th Percentile		76,334.32	100,058.70	
75th Percentile		77,147.57	100,493.80	
85th Percentile		77,872.26	102,795.00	
95th Percentile		80,507.50	108,272.00	

Facilities Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Public Facilities Superintendent	95,934	125,172	
Andover				137,681
Bedford		107,902	151,063	
Belmont		115,268	164,266	
Burlington	Stipend of \$26,618/yr for Facilities Supt.			
Chelmsford	Facilities Manager	110,552	132,120	
Dedham				140,833
Hopkinton				
Lexington		120,694	152,042	
Lynnfield				103,305
Needham	Asst. Dtr. of PW/Building Maintenance	96,102	134,542	
Reading		108,791	140,732	
Sudbury	Combined Facilities Director	107,335	141,187	
Wakefield				
Wayland	Public Buildings Director	96,763	126,255	
Wellesley		117,400	181,600	
Westford		113,911	142,388	
Weston		121,237	163,669	
Westwood		82,894	103,522	
Winchester	Facilities Manager	83,185	123,852	
Concord		90,448	136,434	
Range Data				
Average		105,569.14	141,600.72	127,272.98
50th Percentile		108,346.29	140,959.50	137,681.00
60th Percentile		110,199.80	142,147.80	138,311.39
65th Percentile		112,063.55	146,291.58	138,626.59
75th Percentile		114,928.98	151,797.16	139,256.98
85th Percentile		117,564.70	163,698.87	139,887.37
95th Percentile		120,884.05	170,333.17	140,517.76

HVAC Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Maintenance Mechanic-HVAC	66,871	72,124	
Bedford				
Belmont		67,103	80,860	
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham	HVAC Technician	69,514	83,658	
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley	HVAC Controls Technician	64,875	82,742	
Westford				
Weston				
Westwood				
Winchester		58,513	85,201	
Concord		73,715	104,707	
Range Data				
Average		65,375.18	80,916.90	
50th Percentile		66,870.81	82,742.40	
60th Percentile		66,963.81	83,108.48	
65th Percentile		67,010.30	83,291.52	
75th Percentile		67,103.30	83,657.60	
85th Percentile		68,067.42	84,274.96	
95th Percentile		69,031.54	84,892.32	

Licensed Electrician/Skilled Carpenter				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Maintenance Electrician			
Bedford	Electrician	56,128	68,316	
Belmont				
Burlington				
Chelmsford	Sr. Electrician	60,211	75,189	
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham	Electrician	69,514	83,658	
Reading	Maintenance Worker/Licensed Electricia	68,557	84,025	
Sudbury	Staff Electrician	58,775	77,298	
Wakefield				
Wayland				
Wellesley	Electrician	64,875	82,742	
Westford				
Weston				
Westwood				
Winchester	Maintenance Specialist - Electrician	58,513	85,201	
Concord		59,176	83,990	
Range Data				
Average		62,367.51	79,489.90	
50th Percentile		60,211.20	82,742.40	
60th Percentile		63,009.60	83,291.52	
65th Percentile		64,408.80	83,566.08	
75th Percentile		66,716.00	83,841.26	
85th Percentile		68,652.48	84,142.54	
95th Percentile		69,226.56	84,848.18	

Master Craftsperson or Skilled Carpenter				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Carpenter	62,904	67,834	
Bedford	Maintenance Craftsman	55,121	67,090	
Belmont				
Burlington	Sr. Building Maint. Craftsperson	55,848	84,760	
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham	Carpenter	69,514	83,658	
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley	Carpenter/Painter or Maint. Craftsman	64,875	82,742	
Westford				
Weston				
Westwood				
Winchester	Multi-Crafts Specialist	60,819	71,136	
Concord		53,456	75,878	
Range Data				
Average		61,513.51	76,203.47	
50th Percentile		61,861.60	76,939.20	
60th Percentile		62,904.00	82,742.40	
65th Percentile		63,396.80	82,971.20	
75th Percentile		64,382.40	83,428.80	
85th Percentile		66,034.80	83,933.20	
95th Percentile		68,354.00	84,484.40	

Custodial Maintenance Supervisor				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Working Foreman - Custodial	73,248	79,006	
Bedford				
Belmont	Lead Custodian/Maintenance Worker	51,959	62,592	
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham				
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley	Custodial Services Manager	68,388	104,755	
Westford				
Weston				
Westwood				
Winchester				
Concord		53,456	75,878	
Range Data				
Average		64,531.84	82,117.44	
50th Percentile		68,388.00	79,005.74	
60th Percentile		69,360.02	84,155.59	
65th Percentile		69,846.02	86,730.52	
75th Percentile		70,818.04	91,880.37	
85th Percentile		71,790.06	97,030.22	
95th Percentile		72,762.07	102,180.07	

Facilities/Landscape Maintainer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover				
Bedford				
Belmont				
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham				
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley				
Westford				
Weston				
Westwood	Facilities/Maintenance Technician	53,873	67,282	
Winchester				
Concord		47,778	67,746	
Range Data				
Average		53,873.00	67,282.00	
50th Percentile		53,873.00	67,282.00	
60th Percentile		53,873.00	67,282.00	
65th Percentile		53,873.00	67,282.00	
75th Percentile		53,873.00	67,282.00	
85th Percentile		53,873.00	67,282.00	
95th Percentile		53,873.00	67,282.00	

Building Maintenance Custodian				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton	Building Maintenance Person	48,433	61,341	
Andover				
Bedford				
Belmont	Building Maintenance Specialist	44,359	53,413	
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham	Craftworker (Building Maintenance)	55,494	66,768	
Reading				
Sudbury		39,306	51,691	
Wakefield				
Wayland				
Wellesley				
Westford				
Weston				
Westwood				
Winchester				
Concord		43,410	61,526	
Range Data				
Average		46,897.98	58,303.19	
50th Percentile		46,395.75	57,376.87	
60th Percentile		47,618.10	59,755.35	
65th Percentile		48,229.28	60,944.59	
75th Percentile		50,198.35	62,697.75	
85th Percentile		52,316.77	64,325.85	
95th Percentile		54,435.19	65,953.95	



Building Custodian				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Custodian	50,790	54,735	
Bedford				
Belmont	Custodian	36,755	44,232	
Burlington				
Chelmsford				
Dedham	Custodian	46,601	61,689	
Hopkinton				
Lexington				
Lynnfield				
Needham	Custodian	45,011	53,768	
Reading	Custodian	44,990	56,784	
Sudbury				
Wakefield				
Wayland				
Wellesley	Custodian	45,386	56,555	
Westford				
Weston	Custodian	51,501	69,514	
Westwood	Municipal Facilities Custodian	45,345	56,629	
Winchester				
Concord		38,438	54,475	
Range Data				
Average		45,797.35	56,738.30	
50th Percentile		45,365.30	56,592.10	
60th Percentile		45,628.75	56,660.00	
65th Percentile		46,054.27	56,714.25	
75th Percentile		47,648.41	58,010.36	
85th Percentile		50,580.15	61,444.15	
95th Percentile		51,251.87	66,775.14	

Water/Sewer Superintendent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Waster Distribution & Collection Supt.	89,779	114,245	
Bedford	Water & Sewer Operations Manager	77,676	104,868	
Belmont	Water Division Manager	88,287	125,953	
Burlington				
Chelmsford	Sewer Operations Superintendent	98,166	117,318	
Dedham				
Hopkinton				
Lexington		88,343	114,075	
Lynnfield				
Needham	Division Superintendent/Water-Sewer	87,365	122,311	
Reading	Water/Sewer Supervisor	87,963	105,040	
Sudbury				
Wakefield				
Wayland	DPW Water Superintendent	86,679	114,129	
Wellesley		89,100	137,300	
Westford	Water Superintendent	90,490	122,284	
Weston	Water Superintendent	91,087	122,968	
Westwood	Sewer Superintendent	82,894	103,522	
Winchester	Water & Sewer Manager	76,313	113,623	
Concord		90,448	136,434	
Range Data				
Average		87,241.65	116,741.22	
50th Percentile		88,286.83	114,245.00	
60th Percentile		88,494.40	118,311.20	
65th Percentile		88,948.60	121,290.80	
75th Percentile		89,778.73	122,311.00	
85th Percentile		90,609.40	123,565.03	
95th Percentile		93,918.60	130,491.90	

Environmental & Regulatory Coordinator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover				
Bedford				
Belmont				
Burlington				
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham				
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley				
Westford				
Weston				
Westwood				
Winchester				
Concord		50,869	76,734	
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
75th Percentile				
85th Percentile				
95th Percentile				

Public Works Supervisor (Treatment or Distribution)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	General Foreman - Water	89,779	114,245	
Bedford				
Belmont	Water Operations Manager	82,294	99,130	
Burlington	Treatment Plant Manager	78,618	105,955	
Chelmsford	Lead Sewer Mechanic	88,032	109,940	
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham	Water Treatment Facility Manager	72,131	100,971	
Reading	Managing Foreperson (Distribution)	65,458	82,056	
Sudbury				
Wakefield				
Wayland	Water or WW Treatment/Comp. Manager	76,277	100,427	
Wellesley				
Westford				
Weston				
Westwood				
Winchester	Water System Distribution Supervisor	67,737	100,003	
Concord		73,715	104,707	
Range Data				
Average		77,540.59	101,590.86	
50th Percentile		77,447.27	100,699.00	
60th Percentile		79,352.91	101,967.71	
65th Percentile		80,639.80	103,711.95	
75th Percentile		83,728.78	106,950.91	
85th Percentile		87,745.12	109,740.73	
95th Percentile		89,167.37	112,738.25	

Senior Treatment Systems Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Working Foreman-WTP (Sr. Op.)	73,248	79,006	
Bedford	Chief Operator	57,092	72,201	
Belmont				
Burlington	Chief Operator/Chemist	64,958	98,717	
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham				
Reading				
Sudbury				
Wakefield				
Wayland				
Wellesley				
Westford	Foreman	56,992	78,478	
Weston				
Westwood				
Winchester	Water Treat. Plant Op. III & IIID	61,435	89,583	
Concord		66,477	94,349	
Range Data				
Average		62,745.17	83,597.08	
50th Percentile		61,435.00	79,005.74	
60th Percentile		62,844.36	83,236.64	
65th Percentile		63,549.04	85,352.10	
75th Percentile		64,958.40	89,583.00	
85th Percentile		68,274.27	93,236.52	
95th Percentile		71,590.14	96,890.04	

Treatment Systems Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Water Treatment Plant Operator	62,904	67,834	
Bedford	System Operator	55,121	67,090	
Belmont				
Burlington	Treatment Plant Operator	55,848	84,760	
Chelmsford				
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham	Water Treatment Operator (IIT)	57,623	77,820	
Reading				
Sudbury				
Wakefield				
Wayland	Water Worker III (IIT & IID)	65,915	82,784	
Wellesley				
Westford	Licensed Well Specialist (IIT & IID)	50,544	65,978	
Weston				
Westwood				
Winchester				
Concord		59,176	83,990	
Range Data				
Average		57,992.48	74,377.78	
50th Percentile		56,735.33	72,827.35	
60th Percentile		57,622.66	77,820.29	
65th Percentile		58,942.99	79,061.22	
75th Percentile		61,583.66	81,543.07	
85th Percentile		63,656.80	83,278.00	
95th Percentile		65,162.40	84,266.00	

Crew Leader				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Working Foreman - Water & Sewer	73,248	79,006	
Bedford				
Belmont	Working Foreman - Water	63,304	76,285	
Burlington				
Chelmsford	Sr. Sewer Maintenance Tech	69,821	87,197	
Dedham				
Hopkinton				
Lexington	Crew Chief	56,160	68,474	
Lynnfield				
Needham	Working Foreman	63,542	85,776	
Reading	Senior Operator. IID	54,579	66,435	
Sudbury				
Wakefield				
Wayland	Water Working Foreman	67,434	84,739	
Wellesley				
Westford	Foreman	56,992	78,478	
Weston				
Westwood				
Winchester	General Foreman - W/S. IID	58,513	85,201	
Concord		59,176	83,949	
Range Data				
Average		62,621.40	79,065.74	
50th Percentile		63,303.97	79,005.74	
60th Percentile		63,494.33	83,592.51	
65th Percentile		64,320.26	84,831.56	
75th Percentile		67,433.60	85,201.00	
85th Percentile		69,343.36	85,661.23	
95th Percentile		71,877.17	86,628.60	

Water/Sewer System Maintainer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acton				
Andover	Water Maint. Distribution Specialist	59,140	63,820	
Bedford				
Belmont	Maintenance Craftsperson	48,158	58,017	
Burlington	Water System Maintenance Craftsman	51,584	78,125	
Chelmsford	Sewer Maintenance Tech	60,206	75,189	
Dedham				
Hopkinton				
Lexington				
Lynnfield				
Needham				
Reading				
Sudbury				
Wakefield				
Wayland	WW II (II T & D or in Training)	58,594	73,549	
Wellesley				
Westford	Licensed Well Specialist (IIT & IID)	50,544	65,978	
Weston	Water Systems Specialist			62,920
Westwood				
Winchester	Maintenance Craftsman. ID	54,163	63,253	
Concord		47,778	67,746	
Range Data				
Average		54,626.93	68,275.78	62,920.00
50th Percentile		54,163.20	65,977.60	62,920.00
60th Percentile		56,821.44	70,520.32	62,920.00
65th Percentile		58,150.56	72,791.68	62,920.00
75th Percentile		58,866.80	74,369.07	62,920.00
85th Percentile		59,246.58	75,482.88	62,920.00
95th Percentile		59,886.10	77,244.16	62,920.00



Light Plant Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	General Manager			207,590
Danvers	Director of DPW & Utilities			173,297
Groton	Manager			213,618
Hingham	General Manager			185,400
Ipswich	General Manager/MEAM			160,910
Lynnfield	Manager	200,000	220,000	
Mansfield	General Manager/MEAM			184,968
Marblehead	General Manager/MEAM			188,977
Reading	General Manager/MEAM			237,000
Shrewsbury	Dtr. of Electric Svc. (Not GM, runs Elec business unit)	140,927	225,372	
Wakefield	General Manager/MEAM			201,032
Wellesley		154,161	239,806	
Concord		142,970	200,255	
Range Data				
Average		165,029.40	228,392.83	194,754.67
50th Percentile		154,161.00	225,372.49	188,977.00
60th Percentile		163,328.80	228,259.19	198,621.00
65th Percentile		167,912.70	229,702.54	202,343.60
75th Percentile		177,080.50	232,589.25	207,590.00
85th Percentile		186,248.30	235,475.95	212,412.40
95th Percentile		195,416.10	238,362.65	227,647.20

Power & Supply Rates Administrator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	Energy Resources & Customer Care Mgr.	118,955	156,470	
Danvers	Assistant Utility Director			152,000
Groton	N/A			
Hingham	N/A			
Ipswich				
Lynnfield	N/A			
Mansfield				
Marblehead				
Reading				
Shrewsbury	Dtr-Integrated Resources & Cust. Exp. (Billing, cust svc, mkting for Elec & Cable)	111,350	178,161	
Wakefield				
Wellesley	N/A			
Concord		118,062	165,242	
Range Data				
Average		115,152.53	167,315.26	152,000.00
50th Percentile		115,152.53	167,315.26	152,000.00
60th Percentile		115,913.02	169,484.31	152,000.00
65th Percentile		116,293.27	170,568.83	152,000.00
75th Percentile		117,053.76	172,737.88	152,000.00
85th Percentile		117,814.26	174,906.93	152,000.00
95th Percentile		118,574.75	177,075.98	152,000.00

Financial Manager/Accountant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	Finance & Procurement Manager	118,955	156,470	
Danvers	Business Manager	83,555	111,545	
Groton	Accountant. 30 hrs/wk			74,942
Hingham	Business Manager			170,664
Ipswich	Financial Manager/MEAM			113,688
Lynnfield	Business Manager	123,122	153,243	
Mansfield	Financial Manager/MEAM			104,972
Marblehead	Financial Manager/MEAM			130,633
Reading	Fin. Mgr. Actual-MEAM; Range-Belmont survey	150,000	175,000	165,000
Shrewsbury	Director of Finance & Administration (Over elec & cable)	111,350	178,161	
Wakefield	Financial Manager/MEAM			167,500
Wellesley	Business Manager	95,922	143,883	
Concord		77,894	117,497	
Range Data				
Average		113,817.29	153,050.21	132,485.63
50th Percentile		115,152.53	154,856.37	130,633.00
60th Percentile		118,955.00	156,470.00	151,253.20
65th Percentile		119,996.68	161,102.50	161,563.30
75th Percentile		122,080.03	170,367.50	166,250.00
85th Percentile		129,841.28	175,790.13	167,816.40
95th Percentile		143,280.43	177,370.38	169,714.80

Financial Manager/Accountant (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	Finance & Procurement Manager	118,955	156,470	
Danvers	Business Manager	83,555	111,545	
Groton	Accountant. 30 hrs/wk			74,942
Hingham	Business Manager			170,664
Ipswich	Financial Manager/MEAM			113,688
Lynnfield	Business Manager	123,122	153,243	
Mansfield	Financial Manager/MEAM			104,972
Marblehead	Financial Manager/MEAM			130,633
Reading	Fin. Mgr. Actual-MEAM; Range-Belmont survey			
Shrewsbury	Director of Finance & Administration (Over elec & cable)			
Wakefield	Financial Manager/MEAM			167,500
Wellesley	Business Manager	95,922	143,883	
Concord		77,894	117,497	
Range Data				
Average		105,388.43	141,285.19	127,066.57
50th Percentile		107,438.50	148,562.87	122,160.50
60th Percentile		114,348.40	151,370.79	130,633.00
65th Percentile		117,803.35	152,774.75	139,849.75
75th Percentile		119,996.68	154,049.56	158,283.25
85th Percentile		121,246.69	155,017.73	168,291.00
95th Percentile		122,496.70	155,985.91	169,873.00

Office Accountant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	Staff Accountant	78,601	103,390	
Danvers	Utility Accountant	57,633	75,290	
Groton	See Accountant in Financial Manager entry			
Hingham	Accountant			90,064
Ipswich				
Lynnfield	Assistant Business Manager	84,509	105,129	
Mansfield				
Marblehead				
Reading	Actual-MEAM; Range-Belmont survey	62,000	80,000	89,003
Shrewsbury		69,516	111,226	
Wakefield	Accountant/MEAM			122,554
Wellesley				
Concord		57,406	86,590	
Range Data				
Average		70,451.94	95,007.10	100,540.27
50th Percentile		69,516.32	103,390.00	90,064.00
60th Percentile		73,150.19	104,085.67	96,561.92
65th Percentile		74,967.13	104,433.51	99,810.88
75th Percentile		78,601.00	105,129.18	106,308.80
85th Percentile		80,964.34	107,568.04	112,806.72
95th Percentile		83,327.69	110,006.90	119,304.64

Energy Conservation Coordinator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	Energy Specialist	78,601	103,390	
Danvers	Energy Resource Manager	102,542	125,453	
Groton	In Business Manager position			
Hingham	Sustainability Coordinator			67,000
Ipswich	Sustainability Coordinator/MEAM			66,693
Lynnfield	Conservation Specialist	72,946	91,042	
Mansfield				
Marblehead				
Reading				
Shrewsbury	Integ. Resource Analyst. Also supports ratemaking, power supply	69,516	111,226	
Wakefield				
Wellesley	Sustainability Coordinator	\$65,090	\$97,635	
Concord		67,736	102,178	
Range Data				
Average		77,738.98	105,749.19	66,846.50
50th Percentile		72,945.60	103,390.00	66,846.50
60th Percentile		75,207.76	106,524.53	66,877.20
65th Percentile		76,338.84	108,091.80	66,892.55
75th Percentile		78,601.00	111,226.33	66,923.25
85th Percentile		88,177.40	116,917.00	66,953.95
95th Percentile		97,753.80	122,607.67	66,984.65

Project & Procurement Coordinator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	Payroll, Project & Procurement Coordinator	72,167	94,899	
Danvers	Materials Manager	64,192	83,872	
Groton	N/A			
Hingham	Procurement Manager			122,033
Ipswich				
Lynnfield	N/A			
Mansfield				
Marblehead				
Reading	Proc. & Records Coord./Belmont survey	80,000	114,000	114,000
Shrewsbury		61,792	98,867	
Wakefield				
Wellesley	Financial & Operations Assistant	65,090	97,635	
Concord		56,971	79,955	
Range Data				
Average		68,648.23	97,854.65	118,016.50
50th Percentile		65,090.00	97,635.00	118,016.50
60th Percentile		67,920.80	98,127.90	118,819.80
65th Percentile		69,336.20	98,374.34	119,221.45
75th Percentile		72,167.00	98,867.24	120,024.75
85th Percentile		75,300.20	104,920.34	120,828.05
95th Percentile		78,433.40	110,973.45	121,631.35

Customer Service Representative				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	2 Reps & 2 Sr. Reps. Range is the average	52,593	65,552	
Danvers	Senior Accounting Clerk	45,157	57,209	
Groton	Billing Administrator. 35 hrs/wk			65,465
Hingham				71,988
Ipswich	Customer Service Rep/MEAM			53,747
Lynnfield	Account Clerk	53,040	71,510	
Mansfield	Customer Service Rep/MEAM			72,134
Marblehead	Customer Service Rep/MEAM			74,526
Reading	Customer Service Rep/MEAM			79,997
Shrewsbury		43,394	69,448	
Wakefield	Customer Service Rep/MEAM			87,090
Wellesley				60,237
Concord		49,317	69,264	
Range Data				
Average		48,545.93	65,929.84	70,648.08
50th Percentile		48,874.90	67,499.98	72,061.20
60th Percentile		51,105.64	68,669.00	72,612.80
65th Percentile		52,221.01	69,253.50	73,450.00
75th Percentile		52,704.60	69,963.86	75,894.00
85th Percentile		52,838.76	70,582.47	79,723.28
95th Percentile		52,972.92	71,201.09	84,607.12



Lead Electrical Engineer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	Senior Electrical Engineer (Create Lead)	93,290	135,205	
Danvers				
Groton				
Hingham				
Ipswich				
Lynnfield	Senior Electrical Engineer	94,413	117,460	
Mansfield				
Marblehead				
Reading				
Shrewsbury				
Wakefield				
Wellesley	Supervisory Electrical Engineer	95,922	143,883	
Concord		94,051	131,624	
Range Data				
Average		94,541.67	132,182.82	
50th Percentile		94,413.02	135,205.00	
60th Percentile		94,714.82	136,940.60	
65th Percentile		94,865.71	137,808.40	
75th Percentile		95,167.51	139,544.00	
85th Percentile		95,469.31	141,279.60	
95th Percentile		95,771.10	143,015.20	

Electrical Engineer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont				
Danvers	Distribution Engineer	91,168	111,538	
Groton	N/A			
Hingham	Engineering Manager. Oversees Meter Tech			137,796
Ipswich				
Lynnfield				
Mansfield				
Marblehead				
Reading	Electrical Engineer/Belmont survey	70,000	145,000	114,000
Shrewsbury	Entry level engineer position	78,206	125,129	
Wakefield				
Wellesley				
Concord		94,051	131,624	
Range Data				
Average		79,791.19	127,222.31	125,898.00
50th Percentile		78,205.58	125,128.93	125,898.00
60th Percentile		80,798.06	129,103.14	128,277.60
65th Percentile		82,094.31	131,090.25	129,467.40
75th Percentile		84,686.79	135,064.47	131,847.00
85th Percentile		87,279.27	139,038.68	134,226.60
95th Percentile		89,871.76	143,012.89	136,606.20

Senior Engineering Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	N/A			
Danvers	Senior Electrical Engineer	81,263	102,405	
Groton	N/A			
Hingham	N/A			
Ipswich				
Lynnfield	Junior Electrical Engineer	88,350	109,980	
Mansfield				
Marblehead				
Reading				
Shrewsbury	Engineering Technician. No senior position.	61,792	98,867	
Wakefield				
Wellesley	Infrastructure Systems Engineer	65,090	97,635	
Concord		69,538	97,383	
Range Data				
Average		74,123.75	102,221.75	
50th Percentile		73,176.50	100,636.12	
60th Percentile		78,028.40	101,697.45	
65th Percentile		80,454.35	102,228.11	
75th Percentile		83,034.71	104,298.69	
85th Percentile		85,160.75	106,571.11	
95th Percentile		87,286.80	108,843.53	

Lineworker I				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	1st Class Lineworker	89,910	110,031	
Danvers	1st Class Lineworker	97,882	105,392	
Groton	1st Class Lineman	100,776	107,390	
Hingham	Lead Lineman			112,445
Ipswich	1st Class Lineman/MEAM			99,070
Lynnfield	Troubleman	93,101	116,355	
Mansfield	1st Class Lineman/MEAM			98,779
Marblehead	1st Class Lineman/MEAM			109,200
Reading	1st Class Lineman/MEAM			117,000
Shrewsbury	See MEAM survey			
Wakefield	1st Class Lineman/MEAM			110,885
Wellesley	1st Class Lineman			103,397
Concord		91,790	115,835	
Range Data				
Average		95,417.12	109,792.04	107,253.71
50th Percentile		95,491.40	108,710.47	109,200.00
60th Percentile		96,925.76	109,502.52	110,210.88
65th Percentile		97,642.94	109,898.54	110,716.32
75th Percentile		98,605.50	111,611.71	111,664.80
85th Percentile		99,473.70	113,509.10	112,900.32
95th Percentile		100,341.90	115,406.50	115,633.44

Lineworker III				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	3rd Class Lineworker	66,502	71,488	
Danvers	3rd Class Lineworker	55,553	61,260	
Groton	3rd Class Lineman	80,621	87,131	
Hingham	1st Class Lineman			107,224
Ipswich	Apprentice Lineman/MEAM			74,922
Lynnfield				
Mansfield	Apprentice Lineman/MEAM			68,619
Marblehead				
Reading	Apprentice Lineman/MEAM			87,006
Shrewsbury	See MEAN survey			
Wakefield				
Wellesley	Apprentice Lineman			71,947
Concord		58,261	82,680	
Range Data				
Average		67,558.52	73,292.98	81,943.68
50th Percentile		66,501.76	71,487.73	74,921.60
60th Percentile		69,325.57	74,616.42	79,755.52
65th Percentile		70,737.47	76,180.77	82,172.48
75th Percentile		73,561.28	79,309.46	87,006.40
85th Percentile		76,385.09	82,438.16	95,093.44
95th Percentile		79,208.90	85,566.85	103,180.48

Equipment/Line Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	Line Laborer. Unfilled position, no plans to fill again			
Danvers	N/A			
Groton	N/A			
Hingham				
Ipswich				
Lynnfield				
Mansfield				
Marblehead				
Reading				
Shrewsbury	N/A			
Wakefield				
Wellesley	Engineering Technician			86,050
Concord		53,456	75,878	
Range Data				
Average				86,049.60
50th Percentile				86,049.60
60th Percentile				86,049.60
65th Percentile				86,049.60
75th Percentile				86,049.60
85th Percentile				86,049.60
95th Percentile				86,049.60

Meter Supervisor				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont		90,024	108,458	
Danvers	Technical Services Asset Manager	139,981	145,351	
Groton				
Hingham				
Ipswich				
Lynnfield	Asst. Supt. Electric Distribution Metering	115,035	143,339	
Mansfield				
Marblehead				
Reading				
Shrewsbury	N/A. Metering was rolled into substation group			
Wakefield				
Wellesley	N/A			
Concord		69,538	97,383	
Range Data				
Average		115,013.26	132,382.63	
50th Percentile		115,034.92	143,339.04	
60th Percentile		120,024.14	143,741.43	
65th Percentile		122,518.74	143,942.63	
75th Percentile		127,507.96	144,345.02	
85th Percentile		132,497.18	144,747.41	
95th Percentile		137,486.39	145,149.80	

Meter Supervisor (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont		90,024	108,458	
Danvers	Technical Services Asset Manager			
Groton				
Hingham				
Ipswich				
Lynnfield	Asst. Supt. Electric Distribution Metering			
Mansfield				
Marblehead				
Reading				
Shrewsbury	N/A. Metering was rolled into substation group			
Wakefield				
Wellesley	N/A			
Concord		69,538	97,383	
Range Data				
Average		90,023.86	108,457.86	
50th Percentile		90,023.86	108,457.86	
60th Percentile		90,023.86	108,457.86	
65th Percentile		90,023.86	108,457.86	
75th Percentile		90,023.86	108,457.86	
85th Percentile		90,023.86	108,457.86	
95th Percentile		90,023.86	108,457.86	



Utility Electrician				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	N/A			
Danvers	AMI Technician	89,067	96,576	
Groton	N/A			
Hingham				
Ipswich	Electrician/MEAM			116,813
Lynnfield	PPEM Electrician	78,250	97,802	
Mansfield				
Marblehead				
Reading				
Shrewsbury	N/A. Have multiple employees w. elec. licenses to do work OT as needed			
Wakefield				
Wellesley				94,931
Concord		69,888	88,088	
Range Data				
Average		83,658.30	97,188.80	105,872.00
50th Percentile		83,658.30	97,188.80	105,872.00
60th Percentile		84,740.04	97,311.36	108,060.16
65th Percentile		85,280.91	97,372.64	109,154.24
75th Percentile		86,362.65	97,495.20	111,342.40
85th Percentile		87,444.39	97,617.76	113,530.56
95th Percentile		88,526.13	97,740.32	115,718.72

Meter Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	Meter Specialist	50,594	63,065	
Danvers	See AMI Tech (Utility Electrician entry)			
Groton	Meter Technician	82,056	92,290	
Hingham			80,413	80,413
Ipswich	Meter Tech/MEAM		84,490	84,490
Lynnfield		64,605	94,307	
Mansfield	Meter Tech/MEAM		78,437	78,437
Marblehead	Meter Tech/MEAM		100,381	100,381
Reading	Meter Tech/MEAM		81,994	81,994
Shrewsbury	See MEAM Survey			
Wakefield				
Wellesley	N/A			
Concord		55,058	78,125	
Range Data				
Average		65,751.57	84,421.90	85,142.72
50th Percentile		64,604.80	83,241.60	81,993.60
60th Percentile		68,095.04	86,049.60	82,992.00
65th Percentile		69,840.16	88,779.60	83,491.20
75th Percentile		73,330.40	92,794.00	84,489.60
85th Percentile		76,820.64	94,206.32	90,846.08
95th Percentile		80,310.88	98,255.04	97,202.56

Senior Master Mechanic				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	N/A			
Danvers	N/A			
Groton	N/A			
Hingham	N/A			
Ipswich				
Lynnfield	Mechanic	75,275	94,307	
Mansfield				
Marblehead				
Reading				
Shrewsbury	N/A. Would really like to have one			
Wakefield				
Wellesley	N/A			
Concord		59,176	83,949	
Range Data				
Average		75,275.20	94,307.20	
50th Percentile		75,275.20	94,307.20	
60th Percentile		75,275.20	94,307.20	
65th Percentile		75,275.20	94,307.20	
75th Percentile		75,275.20	94,307.20	
85th Percentile		75,275.20	94,307.20	
95th Percentile		75,275.20	94,307.20	

Broadband Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	N/A			
Danvers	N/A			
Groton	N/A			
Hingham	N/A			
Ipswich				
Lynnfield				
Mansfield				
Marblehead				
Reading				
Shrewsbury	Dtr of Broadband Technologies. Reports to GM on all cable utility	111,350	178,161	
Wakefield				
Wellesley	N/A			
Concord		104,471	141,054	
Range Data				
Average		111,350.05	178,160.51	
50th Percentile		111,350.05	178,160.51	
60th Percentile		111,350.05	178,160.51	
65th Percentile		111,350.05	178,160.51	
75th Percentile		111,350.05	178,160.51	
85th Percentile		111,350.05	178,160.51	
95th Percentile		111,350.05	178,160.51	

Network Engineer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	No Broadband but have an IT Manager	97,950	128,771	
Danvers	N/A			
Groton	N/A			
Hingham	N/A			
Ipswich				
Lynnfield	IT Manager	107,757	134,039	
Mansfield				
Marblehead				
Reading				
Shrewsbury	System Administrator. Reports to Broadband Manager	87,980	140,769	
Wakefield				
Wellesley				
Concord		90,401	122,079	
Range Data				
Average		97,895.86	134,526.26	
50th Percentile		97,950.00	134,038.84	
60th Percentile		99,911.45	135,384.86	
65th Percentile		100,892.18	136,057.87	
75th Percentile		102,853.63	137,403.89	
85th Percentile		104,815.08	138,749.91	
95th Percentile		106,776.53	140,095.93	

Telecommunications Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Belmont	N/A			
Danvers	N/A			
Groton	N/A			
Hingham	N/A			
Ipswich				
Lynnfield	N/A			
Mansfield				
Marblehead				
Reading				
Shrewsbury	Headend Technician		54,926	87,882
Wakefield				
Wellesley	Fiber Cable Splicer			71,947
Concord		65,770	88,754	
Range Data				
Average			54,926.12	79,914.72
50th Percentile			54,926.12	79,914.72
60th Percentile			54,926.12	81,508.22
65th Percentile			54,926.12	82,304.98
75th Percentile			54,926.12	83,898.48
85th Percentile			54,926.12	85,491.98
95th Percentile			54,926.12	87,085.49